



Independent
Evaluation
Office

United Nations Development Programme

INDEPENDENT COUNTRY PROGRAMME EVALUATION GHANA

ANNEXES

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ANNEX 1. TERMS OF REFERENCE

INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) conducts independent country programme evaluations (ICPEs), previously called “Assessment of Development Results) (ADRs) to capture and demonstrate evaluative evidence of UNDP’s contributions to development results at the country level, as well as the effectiveness of UNDP’s strategy in facilitating and leveraging national efforts for achieving development results. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.¹ The IEO is independent of UNDP management and is headed by a director who reports to the UNDP Executive Board. The responsibility of IEO is two-fold: (i) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (ii) enhance the independence, credibility and utility of the evaluation function and its coherence, harmonization and alignment in support of United Nations reform and national ownership. Based on the principle of national ownership, IEO seeks to conduct ICPEs in collaboration with the national authorities where the country programme is implemented.

This is the second ICPE for Ghana and will be conducted in 2021 towards the end of the current UNDP programme cycle of 2018-2022, with a view to contributing to the preparation of UNDP’s new programme starting from 2023. The ICPE will be conducted in close collaboration with the Government of Ghana, UNDP Ghana country office, and UNDP Regional Bureau for Africa.

The Global COVID-19 pandemic has presented UNDP with considerable challenges in implementing its ongoing programme of work in line with the CPD. Even more so than usual, UNDP has been required to be adaptable, refocusing and restructuring its development work to meet the challenges of the pandemic and country’s need to effectively prepare, respond and recover from the wider COVID-19 crisis, including its socio-economic consequences. This ICPE will also consider the level to which UNDP has been able to adapt to the crisis and support Ghana’s preparedness, response to the pandemic and its ability to recover and meet the new development challenges that the pandemic has highlighted, or which may have emerged.

NATIONAL CONTEXT

Ghana is a lower middle-income and medium human development country. With real GDP growth of 6.5% in 2019, Ghana is considered one of the fastest-growing economies in Africa driven by mining and oil sectors². With a value of 0.611 for the Human Development Index, the country ranked 138 out of 189 countries in 2019. However, when the value is discounted for inequality, the HDI falls to 0.440, a loss of 28.0 percent³. The incidence of poverty was estimated at 23.4 percent in 2016/17 using the upper poverty line, which was 0.8 percentage points lower than in 2012/13. However, the number of poor people has

¹ <http://web.undp.org/evaluation/documents/evaluation-policy.pdf>.

² <http://documents1.worldbank.org/curated/en/395721560318628665/pdf/Fourth-Ghana-Economic-Update-Enhancing-Financial-Inclusion-Africa-Region.pdf>

³ http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/GHA.pdf

increased by approximately 400,000⁴. In terms of multidimensional poverty (MPI), Ghana Statistical Services (GSS) estimates, based on the Living Standards Survey data collected between 2016/2017, that the incidence of multidimensional poverty is at 45.6 percent, showing that two out of every five Ghanaians are identified as multidimensionally poor. Rural areas are more exposed to multidimensional poverty (64.6 percent) than urban areas (27.0 percent).⁵

The country faces various challenges related to gender inequality. Ghana's gender inequality index was estimated at 0.538 in 2019 and the country was ranked 135 of 189 countries evaluated. Women are underrepresented in parliament since only 13.1 percent of parliament seats are held by women. Women under 25 years old are less likely (55.7 percent) to attend secondary education compared to men (71.6 percent). Female participation in the labor market is 63.6 percent compared to 71.9 percent for men⁶. These challenges are well-acknowledged and various policies have been articulated to address them. The National Gender Policy was released in 2015, with the main objective of mainstreaming gender concerns into the national development process. The policy framework emphasizes the cross-cutting nature of gender equity issues and aims at integrating these in all development efforts on national, sectoral, district and local levels, particularly in the rural areas⁷.

Ghana is a stable democracy and a top performer on various governance rankings for the continent. It has a good record in ratifying and domesticating global and regional commitments, including the Paris Climate Agreement⁸. The presidential and parliamentary elections held in December 2020 solidified Ghana's positive record of eight peaceful elections with three transfers of power since 1992. However, while there is continued confidence in Ghana's democratic institutions, the Mo Ibrahim Governance Index reveals that public perception of Ghana's overall performance fell by 4 points from 2017 to 2019, due to deteriorating public perception of security and safety, rule of law, accountability, and anti-corruption.⁹ Although Ghana has made some efforts to maintain unchanged the level of corruption perceptions index at 41 and ranked 80 over 177 countries in 2019, 33 percent of the population thought that the level of corruption has increased in the country and the same proportion of users of public services has paid a bribe during the last 12 months¹⁰.

Environmental degradation is a critical issue. Ghana is endowed with abundant natural resources, however, their unsustainable exploitation and detrimental practices in agriculture, mining and waste management have resulted in deforestation, land degradation, air and water pollution, soil erosion, overgrazing, and destruction of biodiversity among others,¹¹ causing environmental degradation, which costs an estimated 5 to 10 percent of GDP. In response to the biodiversity losses, the government of Ghana has updated and reformulated its National Biodiversity Strategy and Action Plan (NBSAP) with the view to mainstreaming biodiversity in national development planning programme and protecting and conserving the valuable biological resources in all the ecological zones¹².

⁴ https://www2.statsghana.gov.gh/docfiles/publications/GLSS7/Poverty%20Profile%20Report_2005%20-%202017.pdf

⁵ GSS (2019). Multi-Dimensional Poverty-Ghana

⁶ <http://hdr.undp.org/en/composite/GII>

⁷ <https://www.mogcsp.gov.gh/mdocs-posts/national-gender-policy/>

⁸ Country Programme Document for Ghana (2018-2021)

⁹ Ibrahim Index of African Governance – Ghana

¹⁰ <https://www.transparency.org/en/countries/ghana>

¹¹ National Environmental Policy

¹² National Biodiversity Strategy and Action plan

Ghana@100 provides a long-term vision for Ghana to become a democratic, inclusive and self-reliant nation by 2057, and will be implemented through a series of 4-year medium-term national development frameworks. It has four programmatic pillars through which the vision will be achieved: (i) governance, peace and security - aimed at building an efficient and accountable institutions in a society imbued with high integrity and resolved to make concerted efforts to maintain peace and security; (ii) economic - aimed at building an industrialized, inclusive and resilient economy; (iii) social – aimed at equitably creating a well-developed human capital; and (iv) environment – aimed at building well-planned and safe communities while protecting the natural environment. The Ghana’s medium-term national development policy framework for 2018-2021 is the most recent framework towards Ghana@100 and sets out a vision for agricultural modernization, industrial diversification and youth employment, and embeds national strategies to localize and achieve the SDGs.

UNDP PROGRAMME IN GHANA

UNDP strategy and programming in Ghana has evolved significantly over time. During the late 1990s, UNDP positioned itself as a key player in coordinating aid to Ghana. UNDP’s strategy at that time was to pilot initiatives for decentralized development, focusing most of its efforts at the district level, with limited linkage to upstream policy. Recognizing the limitations of this approach, UNDP modified it in the 2002-2005 programming cycle. Though it continued to pursue development of alternative models and catalytic projects at the district level, it aimed to link these types of activities with upstream work such as strengthening the capacity of the government for policy analysis and policy formulation. In the following programme cycle 2006-2011, UNDP continued with the strategy of the previous cycle but aimed to place more emphasis on upstream activities and envisaged itself as a knowledge-based organization providing a wide range of advisory services to its partners. Pilot projects continued to be part of the strategy to serve as vehicles for evidence-based policy development.¹³ The programme focused on consolidation of democracy, wealth creation and empowerment of the poor, and vulnerability reduction and environmental sustainability.

During the programming period 2012-2017, UNDP continued to actively engage in providing technical expertise and supporting key institutions in alignment with the country policy and sectoral strategies. In addition, UNDP has also introduced new priorities which have been identified at global level – such as environment, climate change, gender issues – and has contributed to the acknowledgement at country level of the need for addressing those issues at in national policy and strategy documents. Against the backdrop of Ghana’s rise to lower middle income country status, UNDP work focused on making the most effective use of an expanded resource base to advance equitable development and consolidation of political transformation. Main areas of work included sustainable human development, inclusive growth and democratic governance and consolidation of peace.¹⁴

For the current programming period 2018-2022, UNDP’s work focuses primarily on governance and environment, with two interlinked programme priority areas: (i) inclusive, equitable and accountable governance; and (ii) green, equitable and resilient development.

In the area of inclusive, equitable and accountable governance, UNDP planned to focus its work on cost-effectiveness, and efficiency in institutions related to access to justice, conflict prevention and resolution, electoral processes and national development planning and accountability. Planned strategic interventions

¹³ Assessment of Development Results, Ghana, 2011

¹⁴ CPD Ghana 2012-2016, Country Programme Evaluation of UNDP supported programme 2012-2017 Final Report.

include support for democratic governance reforms and parliamentary oversight; legal assistance and protection of rights; effective planning and implementation of the SDGs and the African Union's Agenda 2063; inclusive participation in decision making; citizen demand for responsive service delivery; civil society, women and youth platforms for more coordinated and innovative action on the SDGs, prevention of small arms and light weapons proliferation; prevention and mediation of existing and emerging conflicts; and inclusion of women and youth in peacebuilding.

In the area of green, equitable and resilient development, UNDP planned to work at two levels: strengthen public institutional capacities to reduce environmental degradation and implement climate action; and facilitate access to information, knowledge and tools to promote green jobs, citizen participation in environmental conservation and community resilience. Planned strategic interventions include support for the implementation of the nationally determined contributions and environmental conventions, coordination and policy coherence, knowledge management, climate finance and inclusive natural resource management, support for the communities to adapt to climate change and promote environmental conservation in key sectors (energy, agriculture, forestry, waste and chemicals, mining), support economic policy coherence, responsible investment in value chain development, support the private sector for greener production, participation in inclusive markets and delivery of green products and services.

These two priority areas translate into three outcomes of the country programme: (i) Environmental governance at national and local levels is effective, efficient and coherent; (ii) Urban and rural communities have access to affordable services, knowledge and tools to increase their resilience; and (iii) Transparent, accountable institutions at all levels protect the rights of all people.

The United Nations Sustainable Development Partnership (UNSDP) outcomes which UNDP is involved in, UNDP programme outputs and indicative resources are summarized in the following table:

Table 1: Country Programme Outcomes and Indicative Resources (2018-2022)

UNSDP outcomes which UNDP is involved in and UNDP country programme outputs		Planned (US\$)	Resources	Expenditures, USD (as of 26 February 2021)
		Regular resources	Other resources	
Outcome 1: Environmental governance at national and local levels is effective, efficient and coherent	Output 1.1: Evidence-based and gender-responsive climate action scaled up across sectors with increased funding at both national and local levels	450,000	7,000,000	2,236,615
	Output 1.2: National institutions enabled to implement coherent policy and regulatory frameworks for conservation, sustainable use, access to and benefit sharing of environmental resources in line with international conventions	340,000	4,000,000	
	Output 1.3: Measures in place and implemented across sectors to improve policy coherence and a sustainable, equitable and gender-sensitive business environment	500,000	-	
	Output 1.4: Technical and operational capacities of the Government enhanced to develop inclusive value chains in extractives, especially for neglected minerals.	500,000	-	
Total outcome 1		12,790,000		2,236,615
Outcome 2: Urban and rural communities have access to affordable services, knowledge and tools to increase their resilience	Output 2.1: Communities enabled to adopt systems for integrating climate change and environmental considerations into management of natural resources (e.g. forest and water) and livelihood activities	310,000	34,450,000	8,691,421
	Output 2.2: Key state and non-state actors (private sector, academia and CSOs) have improved capacities to form innovative and effective partnerships on climate action and environmental management	350,000	3,000,000	
Total outcome 2		38,110,000		8,691,421

Outcome 3: Transparent, accountable institutions at all levels protect the rights of all people	Output 3.1: Governance institutions and processes enabled to be effective, accountable, gender sensitive, equitable and guarantee the rights of all	2,000,000	5,000,000	5,538,828
	Output 3.2: Peace actors and institutions have strengthened capacities for peace building including to reduce small arms violence	3,500,000	5,000,000	
	Output 3.3: Civil Society, including youth and women's groups, empowered to demand transparency, accountability, and responsiveness from public institutions	2,500,000	5,500,000	
	Output 3.4: Justice and human rights institutions have strengthened technical and operational capacity to provide equitable access to quality services	2,500,000	4,000,000	
	Output 3.5: Policies and strategies for equitable health services (esp for HIV/AIDS, non communicable Diseases and infectious diseases) for the marginalized/vulnerable developed and implemented	324,000	150,000	
	Output 3.6: National planning institutions, development authorities and statistical agencies effectively produce SDG-informed policies, plans and reports	2,000,000	-	
Total outcome 3		32,474,000	5,538,828	
Grand total		83,374,000	16,466,864	

Source: UNDP Ghana Country Programme Document 2018-2022, Expenditure data from Atlas Power BI

SCOPE OF THE EVALUATION

ICPEs are conducted in the penultimate year of the ongoing UNDP country programme in order to feed into the process of developing the new country programme. The ICPE will focus on the present programme cycle (2018-2022) while taking into account interventions which may have started in the previous programme cycle (2012 – 2016, extended to 2017) but continued for a few more years into the current programme cycle.

As a country-level evaluation of UNDP, the ICPE will focus on the formal UNDP country programme approved by the Executive Board but will also consider any changes from the initial CPD during the period under review, including UNDP's COVID response. The ICPE covers interventions funded by all sources of finance, core UNDP resources, donor funds, government funds, etc. It is important to note that a UNDP country office may be involved in a number of activities that may not be included in a specific project. Some of these “non-project” activities may be crucial for advancing the political and social agenda of a country. Special attention will be paid to the role and responsibilities of other UN agencies contributing to the areas where UNDP has been supporting under the UNSDP 2018-2022.

METHODOLOGY

The evaluation methodology will adhere to the United Nations Evaluation Group Norms & Standards.¹⁵ The ICPE will address the following four main evaluation questions.¹⁶ These questions will also guide the presentation of the evaluation findings in the report.

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. To what extent has UNDP been able to adapt to the COVID-19 pandemic and support country's preparedness, response and recovery process?
4. What factors contributed to or hindered UNDP's performance and eventually, to the sustainability of results?

Evaluation question 1 will be addressed by using a theory of change (ToC) approach. The ToC, either available at the country office or reconstructed in consultation with programme units for the purpose of the evaluation, will be used to understand the underlying programme intent and logic, by outcome, including the assumptions being made for desired changes and expected causal linkages. UNDP's specific areas of contribution under each of the UNSDP outcomes will be defined, and any changes to the programme design and implementation strategy from the initial CPD will be identified.

Evaluation question 2 will address the overall effectiveness of UNDP's country programme. It includes the assessment on the degree to which UNDP-specific interventions - CPD outputs - have progressed or have been achieved, as well as the level of UNDP's contribution to the CPD outcomes as envisaged by the initial ToC. In this process, results that are both positive and negative, direct and indirect, as well as unintended results will be identified.

Evaluation question 3 will examine UNDPs support to COVID-19 preparedness, response and recovery in Ghana. Several sub-questions will be included: i) degree to which UNDP's COVID support has been relevant

¹⁵ <http://www.uneval.org/document/detail/1914>

¹⁶ The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria. More detailed sub-questions will be developed during the desk review phase of the evaluation.

to the needs of Ghana; ii) how well UNDP's support and response has aligned with government plans and support from other UN agencies, donors, and NGOs/CSOs; iii) how well UNDP has supported the country to develop responses that reduced loss of life and protected longer-term social and economic development; iv) degree to which UNDP funding decisions were informed by evidence, needs analysis, risk analysis and dialogue with partners and supported efficient use of resources; and v) whether the support has contributed to the development of social, economic and health systems in Ghana that are equitable, resilient and sustainable.

Evaluation question 4 will examine various factors have influenced – positively or negatively – UNDP's programmatic performance, and eventually, sustainability of results. In addition to country-specific factors that may explain UNDP's performance, the utilization of resources to deliver results (including managerial practices), the extent to which the CO fostered partnerships and synergies with other actors (including through south-south and triangular cooperation), and the integration of gender equality and women's empowerment in design and implementation of the CPD are some of the aspects that will be assessed under this question.

Gender-responsive approach: The evaluation will employ a gender-responsive evaluation approach during its preparatory and implementation phases. During document desk reviews and the analysis of programme theory and delivery, the evaluation will examine the level of gender mainstreaming across all UNDP programmes and operations, in line with UNDP's gender strategy. Gender disaggregated data will be collected, where available, and assessed against UNDP's programme outcomes. The evaluation will assess the extent to which UNDP's programmatic efforts were designed to contribute to gender equality and women's empowerment (e.g., using Gender Marker and programme expenditures), and in fact have contributed to promoting gender equality and women's empowerment by using the gender results effectiveness scale (GRES). The GRES classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, and gender transformative.

Figure 1: IEO's Gender Results Effectiveness Scale



Source: Adapted from the Evaluation of UNDP Contribution to Gender Equality and Women's Empowerment, IEO, UNDP, 2015

ICPE rating system: Based on the Independent Country Programme Review piloted by the IEO in 2020 and lessons learned, IEO is currently developing a rating system to be applied for the ICPEs in 2021 on a pilot basis. Ratings are expected to be applied to assess UNDP's progress towards CPD Outputs and Outcomes goals. Details will be provided in due course prior to the implementation of the ICPE.

DATA COLLECTION AND ANALYSIS

Assessment of existing data and data collection constraints. An assessment was carried out for each outcome area to examine the available information, identify data constraints, to determine the data collection needs and methods.

- **Availability of past assessments:** Decentralized evaluation reports of quality can serve as important inputs to the ICPE. Based on the information at the UNDP Evaluation Resource Center (ERC), the volume of available evaluations conducted by the CO is limited –two mid-term project evaluations and one terminal project evaluation between 2018 and present. None of these evaluations were quality-assessed by IEO. The CO plans to finalize two additional terminal project evaluations by mid-April. Compared to the evaluation plan 2018-2022, one evaluation was cancelled.
- **Programme and project information:** Programme documentation (including annual reports) is available, and of adequate quality. The majority of projects have project documents, and some annual progress reports are available. The quality of project level documentation will be examined during desk review.
- **CPD outcome and output indicators:** The CPD list 7 indicators for the 3 outcome results, and 28 indicators to measure the 12 outputs, with baseline and targets. To the extent possible, the ICPE will seek to use these indicators to better understand the intention of the UNDP programme and to measure or assess progress towards the outcomes. The indicators in several cases indicated national statistics, and reports of various ministries as data sources, and the evaluation's ability to measure progress against these indicators will therefore depend on national statistical capacities, including the periodicity of the national data system and the availability of disaggregated data by age, sex, geographic area, etc.
- **Intervention maturity:** UNDP projects that contributed to different outcomes are at different stages of implementation, and therefore it may not always be possible to determine the projects' contribution to results. In cases where the projects/initiatives are still in their initial stages, the evaluation will document observable progress and seek to ascertain the possibility of achieving the outcome given the programme design and measures already put in place.
- **Data collection constraints:** General security threats in Ghana are assessed as "low" by the United Nations Department of Safety and Security. However, COVID-19 restrictions may affect internal mobility and therefore, access to national stakeholders for data collection – particularly those in remote areas and community level populations, including the marginalized – may encounter challenges. The evaluation will explore the use of expanded outreach measures such as surveys, identification of locally based data collectors and consultants, and use of GIS technology.

Data collection methods: Given the travel restrictions due to COVID-19 pandemic, the evaluation is expected to take predominantly a remote, virtual approach. The evaluation will use data from primary and secondary sources:

- **Desk review:** The IEO will conduct extended reviews of documentation, including those available from the government, the UN, private institutions, donors, and academia, on national context and areas of UNDP programme interventions. Also included are country programme framework and office strategies (e.g., resource mobilization, gender communication), programme-/ project-related documents and progress reports, theories of change, annual work plans, Results Oriented Annual Reports (ROAR), COVID Mini-ROARs, past evaluation/ audit reports, and UNCT/ UNSDP related documents. The IEO and the country office have identified an initial list of background and programme-related documents which is posted on an ICPE SharePoint website.
- **Stakeholder interviews:** Interviews via face-to-face (if possible)/Zoom/telephone will be conducted with relevant stakeholders, including government partners, donors, UN agencies, other development partners such as IFIs, UNDP staff at country, regional and HQ levels, private sector, civil society organizations and beneficiary groups. Focus groups may be organized, where possible.
- **Questionnaire/surveys:** An advance questionnaire will be administered to the country office during the preparatory phase as an additional self-reporting input. Surveys may be planned, as required.
- **Site visits:** As the internal mobility will be limited, physical visits to field project sites are expected to be minimal, if any. The IEO will engage with UNDP's Office of Information Management and Technology at HQ to explore collecting GIS satellite imagery and pictures of remote project sites.

Projects for in-depth reviews: Projects will be selected for in-depth reviews based on a purposive sampling. The criteria for selection include programme coverage, ensuring a balanced representation of issues addressed under each outcome; project maturity; budget, and geographical spreads. Both 'flagship' projects of significant visibility and scope, as well as those that have experienced challenges will be included.

Validation. Data and information collected from different sources and through various means will be triangulated to strengthen the validity of findings and conclusions.

Stakeholder involvement: A participatory and transparent process will be followed to engage with multiple stakeholders at all stages of the evaluation process. During the initial phase a stakeholder analysis will be conducted to identify all relevant UNDP partners, including those that may have not worked with UNDP but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the main data collection phase of the evaluation, and to examine any potential partnerships that could further improve UNDP's contribution to the country.

Midterm briefing: At the end of the data collection phase, the IEO will have a quick brief to the country office on emerging issues and findings. The meeting will also serve as an opportunity to identify areas requiring further analysis and any missing information and evidence before the IEO will enter a full synthesis and drafting phase.

MANAGEMENT ARRANGEMENTS

Independent Evaluation Office of UNDP: The UNDP IEO will conduct the ICPE in consultation with the UNDP Ghana Country Office and the Regional Bureau for Africa. The IEO will meet all costs directly related to the conduct of the ICPE. It will establish an evaluation team, ensuring gender balance. The IEO Lead Evaluator will lead the evaluation and coordinate the work of the evaluation team, comprising the following members:

- Lead Evaluator (LE): IEO staff member with the overall responsibility for leading the exercise and managing the work of all team members, including the development of evaluation terms of reference (TOR), selection of the evaluation team members, and provision of methodological guidance. The LE will be responsible for the analysis' synthesis process, preparation of the draft and final evaluation reports, and coordinating the final stakeholder debriefing with the country office, RBA, and national stakeholders.
- Associate Lead Evaluator (ALE): IEO staff who directly supports the LE in operationalizing the exercise, particularly during preparatory phase, data collection and analysis, and preparation of a draft report. Together with the LE, the ALE will backstop the work of other team members.
- Research Associate (RA): The IEO RA will provide background research, including portfolio and financial analysis. He/she contribute to the preparation of draft/final report, report annexes, and support any tasks as required by the evaluation team.
- National research institution/ consultants: The IEO will explore partnering with a locally- (or regionally-) based research institution, think tank or academia, to augment its data collection and analysis capacity in the country during COVID-related restrictions. Alternatively, 2 individual consultants (national and international) will be recruited to support the analysis of thematic areas.

UNDP Country Office in Ghana: The country office will support the evaluation team through liaising with national stakeholders; ensure that all necessary information regarding UNDP's programmes, projects and activities in the country is available to the evaluation team; and provide factual verifications of the draft report on a timely basis. The country office will provide the evaluation team in-kind organizational support (e.g. arranging meetings and interviews with project staff and stakeholders). To ensure the confidentiality of the views expressed, country office staff will not participate in interviews and meetings with stakeholders. The country office will jointly organize via videoconference the final stakeholder meeting with the IEO, ensuring participation of key government counterparts, where findings and results of the evaluation will be presented. The country office will prepare a management response to evaluation recommendations and support the dissemination and use of the final evaluation report in the country.

UNDP Regional Bureau for Africa (RBA): RBA will support the evaluation through information sharing, facilitation of communication between the IEO and the country office, and participation the final stakeholder debriefing. The Bureau will support and oversee the preparation of the management response by the country office and its implementation of relevant actions.

EVALUATION PROCESS

The evaluation will be conducted in the following five key phases:

Phase 1: Preparatory work. The IEO prepares the ToR and the evaluation design, including an overall evaluation matrix. Once the TOR is approved, additional evaluation team members, comprising international and/or national development professionals will be recruited. The IEO starts collecting data and documentation internally first and then filling data gaps with help from the UNDP country office.

Phase 2: Desk analysis. The evaluation team conducts desk reviews of reference material and preliminary analysis of the programme strategy and portfolio. The team will engage with country office staff through meetings and an advance questionnaire, administered to fill data gaps in documentation and seek clarification if any. Specific data collection instruments will be developed, e.g., interview protocols, based on the stakeholder and portfolio analyses.

Phase 3: Data collection. The evaluation team engages in virtual and remote data collection activities, such as interviews, taking advantage of Zoom and other online communication tools. At the end of the data collection phase, the evaluation team may hold a preliminary presentation on emerging findings to the country office, identifying areas requiring further analysis and any information and evidence gaps that may exist.

Phase 4: Analysis, report writing, quality review and final debrief. Following the individual outcome analyses, the LE undertakes a synthesis process to prepare the ICPE report. The initial draft is subject to both internal and external reviews. Once the draft is quality cleared, the first official draft is shared with the country office and the RBA for comments and factual corrections. The second draft, which takes into account their feedback, is then be shared with national stakeholders for further comments. The UNDP country office prepares a management response to the ICPE under the overall oversight of the Regional Bureau. The report is then be presented at a final debriefing where evaluation results are presented to key national stakeholders and UNDP's ways forward are discussed. Taking into account the final set of comments collected at the stakeholder debriefing, the evaluation report will be finalized by incorporating the management response.

Phase 5: Publication and dissemination. The ICPE report will be written in English. It will follow the standard IEO publication guidelines. The report will be widely distributed in both hard and electronic versions. The evaluation report will be made available to the UNDP Executive Board in time for its approval of a new CPD. It will be widely distributed by the IEO within UNDP as well as to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The country office will ensure the dissemination of the report to all relevant stakeholders in the country. The report and the management response will be published on the UNDP website¹⁷ as well as in the Evaluation Resource Centre (ERC).¹⁸ RBA will be responsible for monitoring and oversight of the implementation of follow-up actions in the ERC.

¹⁷ web.undp.org/evaluation/

¹⁸ erc.undp.org

TIMEFRAME FOR THE ICPE PROCESS

The timeframe and responsibilities for the evaluation process are tentatively¹⁹ as follows in Table 3:

Table 2: Tentative timeframe for the ICPE process going to the Board in September 2022		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR completed and approved by IEO Deputy Director	LE	Mid- March 2021
Selection of consultant* team members	LE	March-April 2021
Compilation of stakeholder contacts (and initial notification by CO)	LE/CO	April 2021
Phase 2: Desk analysis		
Preliminary desk review of reference material	Evaluation team	March-April 2021
Advance questionnaires to the CO	LE/ALE/CO	April 2021
Phase 3: Data collection		
Interview with stakeholders	LE/ALE/Consultants*	Mid May-June 2021
Virtual preliminary debriefing following data collection	LE/ALE/CO	End June - July 2021
Phase 4: Analysis, report writing, quality review and debrief		
Analysis of data and submission of background papers/Portfolio analysis completed	Consultants*/LE/ALE	July 2021
Synthesis and report writing	LE/ALE	August 2021
Zero draft for internal IOE clearance	LE	September 2021
First draft to CO/RBA for comments	LE/CO/RBA	October 2021
Second draft shared with the government, key donors and national stakeholders	LE/CO/GOV	November 2021
Draft management response	CO	November 2021
Stakeholder workshop via videoconference	IEO/CO/RBA	December 2021
Phase 5: Publication and dissemination		
Editing and formatting	IEO	January-February 2022
Final report and evaluation brief	IEO	January-February 2022
Dissemination of the final report	IEO	March 2022

*Consultants and/or national institution.

¹⁹ The timeframe, indicative of process and deadlines, does not imply full-time engagement of evaluation team during the period.

ANNEX 2. EVALUATION FRAMEWORK

Evaluation Questions	Sub-questions and their linkages to rating criteria matrix	Data/Info to be collected	Data collection methods and tools (e.g.)	Data analysis (e.g.)
EQ1. What did the UNDP country programme intend to achieve during the period under review?	<p>1.1 To what extent are the objectives of the CPD relevant to the national development objectives and SDG targets? (Relevance 1A)</p> <p>1.2 How have the key principles of the Strategic Plan been applied to the country programme design²⁰ (Relevance 1B)</p> <p>1.3 To what extent and how has the programme design and implementation changed from the initial CPD? To what extent and how do these changes affect the relevance of the CPD? (Relevance 1C)</p> <p>1.3. To what extent does the UNDP country programme have a logical theory of change based on reasonable</p>	<p>UNSDP & CPD</p> <p>Indicative Country Office Results and Resources Framework (from CPD)</p> <p>Current Country Office Results and resources framework (if different from the one included in the CPD)</p> <p>Explanation for revisions (if any) to country office results and resources framework, and of approval of these changes through the monitoring and programme board or Executive Board.</p> <p>Data to validate CO explanation of changes in context since CPD approval (if</p>	<p>Desk/literature review of relevant documents (including problem analysis conducted by the CO)</p> <p>Advance questionnaire to the CO</p> <p>Semi-structured interviews/focus groups with relevant stakeholders</p> <p>Field studies/visits to beneficiaries</p> <p>Other as appropriate</p>	<p>Map a theory of change to identify the logic, sequence of events and assumptions behind the proposed programme, including hypothesis of unintended consequences.</p> <p>Problem analysis of underlying development challenges</p> <p>Stakeholders' analysis</p> <p>SMART analysis of CPD indicators</p> <p>Triangulate data collected from various sources and means (e.g., cross check interview data with desk review to validate or refute TOC).</p>

²⁰ For example, in the **Strategic Plan 2018-2021**, the key issues include: (1) 'Working in partnership': i) Within UN System; and ii) Outside UNS (South-South; civil society; private sector; and IFIs); (2) 'Helping to achieve the 2030 Agenda'; (3) '6 Signature Solutions': i) Keeping people out of poverty; ii) Strengthen effective, accountable, inclusive governance; iii) enhance prevention and recovery for resilient society; iv) promote nature-based solutions for sustainable plant; v) close the energy gap; and vi) strengthen gender equality; (4) 'Improved business models (Performance; and Innovation)

	<p>assumptions? To what extent is the portfolio composition appropriately supporting the theory of change and maximizing interlinkage for combined impact? (Coherence 2A)</p> <p>1.4. To what extent does the UNDP country programme seek and benefit from synergy with UNCT and other development actors' activities? (Relevance 1B and Coherence 2B)</p> <p>1.5. To what extent does the UNDP country programme optimize UNDP's strategic positioning in the country? (Coherence 2B)</p>	any significant changes have occurred).		
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<p>EQ2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?</p>	<p>2.1 To what extent did UNDP achieve its specific objectives (CP outputs) as defined in the CPD and other strategies (if different)? (Effectiveness 4A)</p> <p>2.2 To what extent did the achieved results contribute to any outcomes in Ghana? (Effectiveness 4A and Coherence 2A)</p> <p>2.3 Which groups are / are not benefiting from UNDP's support? To what extent did the UNDP country programme advance "Leave No One Behind",²¹ GEWE and Human Rights? (Effectiveness 4A, 4B and 4C)</p> <p>2.4. To what extent did the implementation and results of the CPD adhere to sustainable development principles? (Effectiveness 4D)</p>	<p>CO self-assessment of performance</p> <p>Project documents, annual workplans, annual progress reports, audits and evaluations covering the agreed ICPE project list.</p> <p>Monitoring data, including performance against outcome and output indicators, and associated baselines and targets, and evidence of attribution of related changes to UNDP interventions</p> <p>Expenditure by gender marker and results in GEWE areas.</p> <p>ROAR covering CPD period to date</p> <p>Programme level audits, if available.</p>	<p>Desk/literature review of relevant documents</p> <p>Code in NVivo ROARs, GRES as well as indicators status to assess progress and trends</p> <p>Project QA data extraction</p> <p>Advance questionnaire to the CO</p> <p>Semi-structured interviews/focus groups with relevant stakeholders</p> <p>Field studies/visits to beneficiaries (as possible)</p> <p>Other as appropriate</p>	<p>Contribution analysis against TOC assumptions and hypothesis of unintended consequences</p> <p>Counterfactual analysis to check whether results could have been delivered without UNDP</p> <p>Analysis of evaluations and audits;</p> <p>Stratification of results information by beneficiary type, including by m/f, disability, socio-economic status, age as far as possible. Thematic assessment to deepen results and fill gaps.</p> <p>Summary of outcome indicator and status</p> <p>Analysis of corporate surveys</p>
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²¹ In Leave no one behind categories (UNDP Corporate Planning System): People living in peri-urban areas; People living in rural areas; People living in slums; People living in urban areas; Internally displaced persons; Migrants; Persons directly affected by natural disasters; Persons negatively affected by armed conflict or violence; Refugees; People living in multi-dimensional poverty; People living under the national poverty line; Unemployed persons; Key populations for HIV, tuberculosis and malaria; Minorities (e.g. race, ethnicity, linguistic, religion, etc.); Persons with disabilities (PWD); Sexual and gender orientation; Women; Youth.

	<p>2.5. Are there signs that UNDP has helped develop the capacities and financial resourcing required to sustain results? (Sustainability 5A and 5B)</p> <p>2.6 Is there evidence that the initiatives supported by UNDP have scaled up beyond their funded targets? (Sustainability 5A and 5B)</p> <p>2.7. Were there positive or negative, direct and indirect unintended outcomes? (Effectiveness 4D and Coherence 2A)</p>	<p>UNDP country programme's social and environmental standards</p> <p>Perspectives of country office staff and key stakeholders, including their observation of results and unintended consequences</p> <p>Other, as required</p>		<p>Trend analysis of ROARs & GRES</p> <p>Triangulate data collected from internal and external, primary and secondary information.</p>
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<p>EQ3: To what extent has UNDP been able to adapt to the COVID-19 pandemic and support country's preparedness, response and recovery process?</p>	<p>3.1 To what degree has UNDP's COVID support been relevant to the needs of Ghana? (Relevance 1A)</p> <p>3.2 How well aligned was UNDP's support and response with government plans and support from other UN agencies, donors, and NGOs/CSOs? (Relevance 1A, 1B and 1C)</p> <p>3.3 How well UNDP has supported the country to develop responses that reduced loss of life and protected longer-term social and economic development? To what extent were these responses equitable? (Effectiveness 4A, 4B and 4C)</p> <p>3.4 To what extent were UNDP's funding decisions informed by evidence, needs analysis, risk analysis and dialogue with partners? (Relevance 1A and 1B)</p> <p>3.4a To what extent did the decisions made support</p>	<p>Internal information on design, targeting, implementation, and results of UNDP COVID response, including the mini-ROARs, COVID-19 monitoring dashboard, etc.</p> <p>External information on design, targeting, implementation, and results of national COVID response, including those of UN agencies, donors, and NGOs/CSOs</p> <p>External information on national COVID recovery plans across health and key social and economic sectors.</p> <p>Information on national social, economic and health systems in Ghana, including associated implementation capacities</p> <p>Government and external partners' perspectives on UNDP's COVID support, including their observation of results and unintended consequences</p>	<p>Desk/literature review of relevant documents</p> <p>Key informant interviews with health, social and economic sector stakeholders</p> <p>Key informant interviews with UNDP staff</p>	<p>Comparison of UNDP's COVID response plans with national, sectoral, and partner plans, with a focus on links, additionality, gaps, duplications or conflicts</p> <p>Review of UNDP and national COVID response targeting plans and associated coverage data, with stratification of most vulnerable/often excluded groups.</p> <p>Review of UNDP COVID implementation reports for efficiency information – timeliness of response, sufficiency and use of financial resources.</p> <p>Contribution and thematic analysis of stakeholder perspectives. Counterfactual analysis to check whether results could have been delivered without UNDP.</p>
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	<p>efficient use of resources? (Efficiency 3B)</p> <p>3.5 To what extent has the support contributed to the development of social, economic and health systems in Ghana? (Effectiveness 4A)</p> <p>To what extent are these systems designed to be equitable, resilient and sustainable? (Relevance 1C and Sustainability 5A and 5B)</p>			
EQ4. What factors contributed to or hindered UNDP's performance and may influence the sustainability of results?	<p>3.1 What design, implementation, and contextual factors have contributed to or hindered CPD Ghana's results (output and outcome)? (All Effectiveness)</p> <p>3.2 What design, implementation, and contextual factors have influenced the way that women (and other groups of interest) experience and benefit from UNDP's support? (Effectiveness 4B and 4C)</p>	Secondary and primary information in the following	<p>Project QA data extraction</p> <p>Advance questionnaire to the CO</p> <p>Semi-structured interviews/focus groups with relevant stakeholders - focus on validating or refuting lines of inquiry - collecting perceptions and observations on the "why" and factors that influence or impede effectiveness;</p>	<p>1. Completion of a template of 'factors' with analysis of 'strength of influence (extent the factors affect UNDP's ability to achieve its objectives)'</p> <p>2. Contribution analysis against TOC assumptions and unintended consequences;</p> <p>3. Counterfactual analysis to check whether results could have been delivered without UNDP</p> <p>4. Thematic analysis of evaluations and audits;</p> <p>5. Thematic analysis of corporate surveys</p> <p>6. Trend analysis of ROARs & GRES</p>

	<p>3.4. To what extent has the UNDP country programme been implemented efficiently? (including timeliness, Human resources management, financial resources management, M&E) (Efficiency 3A and 3B)</p> <p>What effect have these factors had on results? (All Effectiveness and Sustainability)</p> <p>3.5. What design, implementation, and contextual factors have influenced the scale up achievement in the CPD?²² (All Effectiveness and Sustainability)</p> <p>3.6. What design, implementation, and contextual factors have influenced the sustainability of results? (All Effectiveness and Sustainability)</p>	<p>seven areas, from internal and external sources²³</p> <ol style="list-style-type: none"> 1. Programme design information (especially alignment with national priorities; mix of up/downstream interventions; short/long term, use of evidence, ToC and workplans) 2. Partnerships - lists, agreements, results-data, and post-project reviews 3. Knowledge management, use of lessons learned, including South-South and Triangular Cooperation 4. Sustainability (incl. exit strategies, national ownership, piloting and scaling-up) 5. Design, reports and audits on Social & Environment Standards' (incl. human rights, GEWE, environment sustainability, targeting and coverage) 6. Use of financial, human and other resources Implementation and oversight (incl. NIM/DIM, portfolio management, risk management, flexibility, M&E) 	<p>Field studies/visits to beneficiaries as possible</p> <p>Spot check status of implementation of recommendations from previous ADR/ICPE</p> <p>Tabulation of corporate surveys data</p> <p>Other as appropriate</p>	<p>7. Cross-check interview data with desk review to validate or refute lines of inquiry – highlighting data on the “why” and factors that influence or impede effectiveness; (check for unintended outcomes);</p> <p>8. Triangulate data from desk review and interviews with survey to close gaps and findings</p>
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²² See the UNDP Guidance Note on Scaling-Up Development Programmes (2013)

²³ See the factor assessment sheet for the ‘working definition’ of the factor typology.

ANNEX 3. PEOPLE CONSULTED

Government of Ghana

ABDALLAH QUANDAH Suala, Regional Executive for Bono Region, Regional Executive of National Peace Council

ABOAGYE Dacosta, Director of Health Promotion at the Ghana Health Service, Ministry of Health

ABUKARI Nuhu, Regional Secretary for Northern Region, Regional Executive of National Peace Council

ADU-KUMI Sam, Director, Chemicals Control and Management Center, Environmental Protection Agency & Minamata Convention Technical Working Group

AGYARKO Kofi, Director, Renewable Energy, Energy Efficiency & Climate Change Energy Commission

AGYEMANG Michael, District Planner, Kumasi Metropolitan Assembly

AMOH George, Executive Secretary, National Peace Council

APPLERH Jones, Executive Secretary, Ghana National Commission on Small Arms and Light Weapons

ASANTE Franklin, Assistant Administrator, Legal Aid Commission

ASIEDU Ernest, Head, National Quality Management Unit, Ministry of Health

BADU AMOAH, Emmanuel, Ashanti Region, Regional Executive of National Peace Council

BENEFOR Daniel, Deputy Director, Climate Change, Environmental Protection Agency & Minamata Convention Technical Working Group

BOACHIE Oliver, Special Advisor to the Minister of Environment, Waste Recovery Platform

CROWN Simon, Deputy Manager, Research, Ghana Cocoa Board

DERY Peter, Director, Environment, Ministry of Environment, Science, Technology & Innovation (MESTI)

DONI-KWAME Emmanuel, Secretary General, International Chamber of Commerce-Ghana

ESSIEM ABRAMPA Kojo, Director General, National Development Planning Commission

FOSUAH ADJEY Roselyn, Director, Climate Change, Forestry Commission

GYEDU Gloria, Director of Programs, Commission on Human Rights and Administrative Justice

GYIMAH Mohammed, Head of Climate Change, Ministry of Environment, Science, Technology & Innovation (MESTI)

KPEKATA Sabia, Program Officer, Ministry of Gender, Children and Social Protection

MENSAH Francis Bright, UNDP focal point, Head, National Accounts, Ghana Statistical Service

ODAME Esther, Municipal Director of Health, GA Central, Ministry of Health

ODURO OSAE Eric, Past Focal Point, Ministry of Local Government and Rural Development

OHENE ADJEI Cosmos, Director of Policy Planning, Ghana Aids Commission

OHENE AMOH Charles, Central Region, Regional Executive of National Peace Council

OSABUTEY Gladys, Head UN Systems, Ministry of Finance

OWUSU Eugene, Special Advisor on SDGs, Office of the President

OWUSU Nelson, Chief Executive Officer, National Youth Authority

QUANSAH Emmanuel, Head of National Ozone Unit, Environmental Protection Agency & Minamata Convention Technical Working Group

SEIDU Omar, SDG Coordinator, Ghana Statistical Service

SOSA Redeemer Mawunyo, District Planner, Ketu South Municipal Assembly

TETTEH Fred, Deputy Director, Research & Monitoring, Electoral Commission

TROUTMAN Heather, Programme Manager, Ghana National Plastic Action Partnership

YAW YANKAH Nana, Principal Economics Officer, Ministry of Finance

ZIWU Helen, Solicitor General, Ministry of Justice & Attorney Generals Department

Civil Society and Non-Profit Organizations, Academia and Private Sector

ABDUL-GANEW Mohammed, Founder, Community Life Improvement Programme (CLIP)

ADAM Lamnatu, Founder, Songtaba

ADDAE-MENSAH Levinia, Programmes Director/Deputy Executive Director, West Africa Network for Peace Building (WANEP)

AZUPOGO David, Founder, Meta Foundation

DARLING COBBINAH Mac, Executive Director, CEPEHRG (for LGBT, PLWHA, women and youth associations)

DUMENU Mawusi, Research Analyst, Center for Democratic Development (CDD-Ghana)

FAISAL Mukhtar, Founder, FM SHEA Group

GOKAH Jonathan, KASA Initiative

HARUNA Habib, Founder, Pure Trust Social Investors Foundation

KANKAM KUSI Nancy, Knowledge Management Programme Officer, West Africa civil Society Institute (WACSI)

KANTON Osman, Founder, Action for Sustainable Development (ASUDEV)

KUMAHLOR George, Founder, Friends of Rural Growth Ghana

MENSAH Jephthah, Agricultural and Environmental Manager, Mondelez International

NARTEH Beauty Emefa, Executive Secretary, Ghana Anti-Corruption Coalition

OTENG OWUSU Kwadwo, National Coordinator, CSO Platform for SDGs

POKOO John, Head, Conflict Management Programme, Kofi Annan International Peacekeeping Training Center

QUARTEY Peter, Professor of Economics & Director, Institute of Statistical, Social and Economic Research

YELANG Albert, National Area Coordinator, West Africa Network for Peace Building (WANEP)

ZENABU ABDUL-RAHAMAN Rosina, Founder, Transforming Rural Women & Youth Life Foundation

ZUME Cletus, Founder, Coalition for Development of Western Corridor of Northern Region

Beneficiaries

ARTHUR Innocent, Cocoa Farmer, Cocoa Project (ESP Project), Western Region

ASANTEWAA Yaa, Cocoa Farmer, Cocoa Project (ESP Project), Ahafo Region

AWUAH Nana Baffour, Council Representative, MIM Traditional Council, Ahafo Region

BOAH Margaret, Cocoa Farmer, Cocoa Project (ESP Project), Western Region

GYINAE Daniel Amponsah, Cocoa Farmers Union President, Cocoa Project (ESP Project), Asunafo North, Ahafo Region

KUSI Victoria, Cocoa Farmer, Cocoa Project (ESP Project), Ahafo Region

WIREKO Nana, Cocoa Farmer, Cocoa Project (ESP Project), Ahafo Region

YEBOAH Cecilia, Cocoa Farmer, Cocoa Project (ESP Project), Western Region

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NICHOLLS Sara, Director, Development and Head of Cooperation, Government of Canada

KARAMOTO Kenta, Head of General Affairs, Protocol and Political Affairs Section, Government of Japan

LA COUR MADSEN Birgit, Head of Cooperation, Embassy of Denmark, Government of Denmark / DANIDA

KAUFMANN Heinz, Deputy Head of Mission and Head of Cooperation, Swiss Embassy in Ghana

LAPORTE Pierre, Country Director, World Bank

LEMBCKE Juergen, Component Manager, M&E, Communication and Agricultural Business Dialogues, GIZ

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ANIE Allen, Accelerator Lab, UNDP Ghana

ASUAKO Jennifer, Governance and Peace Building Cluster, M&E Focal person, Gender Focal person, UNDP Ghana

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DARKWAH Joel, Former Chemicals/Waste Portfolio Manager, UNDP Ghana

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NURATOR, Praise, Head of Communications, UNDP Ghana

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QUAYE Jill, HR Manager, UNDP Ghana

SENU, Sylvia Sefakor, Programme Analyst, Economics and Strategic Policy Unit, UNDP Ghana

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Other UN agencies

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OWUSU Selina, National Programme Analyst – Gender, UNFPA Ghana

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ANNEX 5. PROJECT LIST

Project ID	Project Title	Output ID	Output Title	Start Year	End Year	2018-2021 Budget	2018-2021 Expenditure	Implementation Modality	Gender Marker
OUTCOME 1: Environmental governance at national and local levels is effective, efficient and coherent									
00118705	Preparation of HCFC phase-out management plan (Stage II)	00115400	Preparation of HPMP Stage II	Jan-19	Dec-21	\$102,408	\$53,969	DIM	GEN1
00047415	Support to implementation of ECOWAS Program for PADEP	00056952	Support to implementation of ECOWAS PADEP	Jun-07	Aug-18	\$1	\$0	DIM	GEN0
00070731	GHA/SEV/72/INS/38 - Renewal of Institutional Strength (PHASE 13)	00115715	Institutional strengthening 13	Apr-19	Dec-21	\$178,624	\$177,391	NIM	GEN1
00070731	GHA/SEV/72/INS/38 - Renewal of Institutional Strength (PHASE 13)	00103233	Institutional strengthening phase12	Jan-17	Mar-21	\$115,044	\$111,629	NIM	GEN0
00070731	Institutional Strengthening (PHASE 11-14))	00126646	GHA/SEV/86/INS/41 IS phase 14	Jan-21	Dec-22	\$89,024	\$44,268	NIM	GEN1
00079521	Green Commodities Programme	00089498	GHANA Support Sustainable	Apr-14	Apr-20	\$1,497	\$0	DIM	GEN1
00086982	Strengthening African Engagement in Global Development	00094139	RBA Senior Economist Programme	Jan-15	Dec-19	\$96,182	\$96,080	DIM	GEN1
00105341	UN Partnership for Action on Inclusive Green Economy	00106637	UN PAGE (ODA Countries)	Jul-17	Dec-24	\$563,266	\$339,801	DIM	GEN0
00110575	Implementation of SDGs	00110184	RBA Senior Economist Programme	Mar-18	Dec-21	\$885,034	\$911,906	DIM	GEN2
00065880	Preparation of Ghana's Low Emission Cap. Building Project	00082218	The Low Emission Capacity Building	Jan-12	Dec-18	\$0	(\$83)	NIM	GEN1
00065880	Preparation of Ghana's Low Emission Cap. Building Project.	00096472	UN CC Learn Initiative	Jan-15	Dec-21	\$76,904	\$46,757	NIM	GEN1
00075195	SE4ALL Action Plan Implementation Supported	00087245	SE4ALL Implementation Supported	Jan-13	Dec-20	\$0	(\$1,232)	NIM	GEN1
00088002	Green Climate Fund Readiness Programme in Ghana	00094845	GCF Readiness Programme in Ghana	Jan-15	Dec-18	\$51,467	\$51,068	NIM	GEN0
00095383	Development of Minamata Initial Assessment (MIA)	00099393	Ghana prepare for implementation of Minama	Jan-16	Mar-21	\$100,484	\$99,981	NIM	GEN1
00104888	Nationally Determined Contributions Support Programme	00106243	Nationally Determined Contributions (NDCs)	Aug-17	Dec-21	\$2,185,529	\$1,227,200	NIM	GEN2
00104888	Nationally Determined Contributions Support Programme	00121872	Output 3C: Deep Dive	May-20	Dec-22	\$471,540	\$76,694	NIM	GEN1
00110427	Guinea Current Large Marine Ecosystem	00109365	Guinea Current Large Marine Ecosystem	Jan-18	Mar-21	\$47,385	\$35,644	DIM	GEN1

00126171	Promoting Circular Economy in Ghana	00120305	Enabling Environment Promotion	Jan-20	Dec-22	\$177,170	\$79,282	DIM	GEN1
00126171	Promoting Circular Economy in Ghana	00120313	Cap. state & non-state actors	Jan-20	Dec-22	\$417,451	\$175,339	DIM	GEN1
00126171	Promoting Circular Economy in Ghana	00120314	Access public/private finance	Jan-20	Dec-22	\$27,430	\$0	DIM	GEN1
00126171	Promoting Circular Economy in Ghana	00120315	Behavioral Change	Jan-20	Dec-22	\$166,322	\$28,163	DIM	GEN1
00128000	GEF GOLD+ PPG	00121927	GOLD + Ghana PPG	Jun-20	Dec-21	\$156,130	\$25,880	DIM	GEN2
00131159	Innovative Financing basic sanitation & waste Management	00124277	Project Development	Oct-20	Oct-21	\$26,958	\$26,958	DIM	GEN1
00060740	Hydrochlorofluorocarbon Phase-out Management Plan for Ghana	00076623	Hydrochlorofluorocarbon Phase-	Jan-11	Dec-21	\$470,138	\$273,995	NIM	GEN0
00106356	GCF Readiness and Preparatory Support in Ghana	00107131	GCF Readiness and Preparatory	Jan-19	Dec-21	\$599,740	\$330,384	DIM	GEN1
00065814	Green Economy transition in dev countries & LDCs	00082167	Green Economy transition in de	Mar-12	Mar-18	\$21,601	\$21,292	DIM	GEN1
00119293	Promoting Sustainable and Inclusive Development	00115804	Youth Innovation for Sustainability	Jan-19	Dec-21	\$217,568	\$204,946	DIM	GEN1
00119293	Promoting Sustainable and Inclusive Development	00115802	Promoting Sustainable and Incl	Jan-19	Dec-21	\$858,408	\$748,006	DIM	GEN1
00133780	COVID-19 Recovery 2.0 Local Capacities	00125550	COVID 19 Agribusiness Tracker	Jan-21	May-22	\$240,901	\$222,780	DIM	GEN1
00135177	Women and Youth-led MSMEs for green & inclusive recovery	00126501	Entrepreneur Knowledge Hub	Apr-21	Dec-21	\$387,431	\$10,628	DIM	GEN2
00135177	Women and Youth-led MSMEs for green & inclusive recovery	00126502	Innovation Incubators	Apr-21	Dec-21	\$168,734	\$18,133	DIM	GEN2
00135177	Women and Youth-led MSMEs for green & inclusive recovery	00126503	Management and Communication	Apr-21	Dec-21	\$100,000	\$69,056	DIM	GEN2
00135177	Women and Youth-led MSMEs for green & inclusive recovery	00127706	Prototype Ecosystem support	Apr-21	Dec-21	\$358,835	\$1,380	DIM	GEN2
00135663	Green, Equitable and Resilient Development in Ghana	00126827	Green, Equitable & Resilient Development	May-21	Dec-22	\$160,000	\$80,889	DIM	GEN1
00111633	Ghana multi-stakeholder platform for waste recovery	00110554	Multi Stakeholder Platform	Jan-18	Dec-21	\$115,440	\$74,604	DIM	GEN2
Sub Total Outcome 1						\$9,634,646	\$5,662,787		
OUTCOME 2: Urban and rural communities have access to affordable services, knowledge and tools to increase their resilience.									
00113747	South-South Cooperation- Dev of solar photovoltaic industry	00111854	South-South Coop Tech dev photo	Jan-18	Dec-19	\$123,258	\$99,309	DIM	GEN1
00120467	Accelerator Lab- Ghana	00116658	Accelerator Lab - Ghana	Jun-19	Jun-22	\$606,982	\$405,281	DIM	GEN1
00126092	Strengthening National Climate Finance Governance System	00120245	Climate Finance Governance	Aug-18	Jul-22	\$432,000	\$70,312	DIM	GEN2

00127252	COVID-19 Response	00121159	Health Systems Support COVID19	Apr-20	Mar-21	\$170,510	\$169,781	DIM	GEN2
00101619	Technical Assistance to REDD+ Implementation	00106279	Italian Support to GCF Preparation	Jan-17	Dec-21	\$301,241	\$184,092	DIM	GEN2
00111467	Linking the Kigali Amendment with EE in the RAC Sector	00110507	EE linked to HFC Phase-down	Jun-18	Jun-21	\$334,844	\$253,623	DIM	GEN1
00072067	Community Resilience through Early Warning (CREW)	00085289	Community Resilience through E	Jan-13	Dec-18	\$374,198	\$391,480	NIM	GEN1
00072342	Environmental Sustainability and Policy for Cocoa	00085484	Environmental Sustainability and Policy for Cocoa	Jan-13	Dec-18	\$0	\$0	DIM	GEN1
00082764	China-Ghana SSC Project on RETT	00091534	Renewable Energy, China/GH sou	Jan-15	Dec-21	\$509,467	\$343,423	NIM	GEN1
00089037	Increased Resilience to Climate Change in Northern Ghana	00095434	Increased Resilience to CC- Nor Gha	Jan-16	May-21	\$7,113,060	\$6,229,166	NIM	GEN2
00089426	Reducing Unintended Persistent Organic Pollutants (UPOPs)	00095673	Medical Waste -UPOPs Ghana Com	Jan-15	Dec-21	\$345,937	\$345,811	NIM	GEN1
00095425	Environmentally Sustainable Production Practices in Coco	00099431	Environmental Sustainable Practices 2	Jan-16	May-21	\$1,414,698	\$1,322,709	DIM	GEN1
00090446	Mainstreaming Biodiversity into the management of CZM	00096201	Mainstreaming Biodiversity into the management of CZM	Jan-16	Dec-22	\$4,700	\$0	NIM	GEN2
00088876	UN Programme on Ebola Viral Disease	00095344	UN Programme on Ebola Viral Disease	Jan-15	Dec-20	\$0	\$0	NIM	GEN1
00131356	ESP Phase 3 Initiation Plan	00124444	ESP Phase 3 Initiation Plan	Apr-21	Dec-21	\$295,903	\$185,259	DIM	GEN1
00102734	Ghana Shea Landscape Emission Reductions Project	00104683	Ghana Shea Landscape Emission Reductions Project	Jan-21	Dec-27	\$1	\$0	NIM	GEN2
00106781	UNDP NDC Support Programme	00119476	NDC Country Support	Jun-17	Dec-23	\$160,000	\$44,558	DIM	GEN2
Sub Total Outcome 2							\$12,186,799	\$10,044,802	
OUTCOME 3: Transparent, accountable institutions at all levels protect the rights of all people									
00120923	NATIONWIDE MARKING AND RECORD KEEPING OF ALL GHANA POLIC	00116907	NATIONWIDE MARKING AND RECORD	Jul-19	Dec-20	\$164,020	\$159,798	NIM	GEN1
00042884	UNAIDS Co-Sponsors Contributions	00049816	UNAIDS Co-Sponsors Contribution	Jan-05	Dec-21	\$26,914	\$16,044	DIM	GEN1
00048982	Conflict Team Workplan	00070003	Conflict Prevention	Jan-09	Dec-19	\$35,013	\$32,230	DIM	GEN1
00065118	Consolidating Representation & Participation in Ghana	00081762	Participation in Ghana	Jan-12	Jun-21	\$2	-\$39,007	DIM	GEN1
00065356	Consolidating Transparency & Accountability	00081891	Consolidating Transparency & Accountability	Jan-12	Dec-18	\$0	\$0	DIM	GEN1
00102788	Strengthening Border Control Capacities	00104708	Strengthening Border Control	Jan-17	Dec-19	\$87,064	\$86,867	NIM	GEN1
00107522	Promoting Livelihoods and Inclusive Development	00107804	Promoting Livelihoods and Incl	Jan-18	Dec-22	\$896,502	\$913,322	NIM	GEN2

00109962	RESPONSIVE, ACCOUNTABLE, PEACEFUL GOVERNANCE PROGRAMME (00109102	Governance Programme	Jan-18	Dec-19	\$452,371	\$443,383	NIM	GEN2
00109962	RESPONSIVE, ACCOUNTABLE, PEACEFUL GOVERNANCE PROGRAMME	00109104	Peace and Social Cohesion	Jan-18	Feb-22	\$5,092	\$4,755	NIM	GEN2
00109962	RESPONSIVE, ACCOUNTABLE, PEACEFUL GOVERNANCE PROGRAMME	00109106	Rights Protection	Jan-18	Feb-22	\$31,819	\$22,680	NIM	GEN2
00110365	Improving Response Capacities to terrorism in Peacekeeping	00109319	Improving Response Capacities	Jan-18	Mar-21	\$516,976	\$502,635	NIM	GEN1
00115494	Prévention des conflits et cohésion sociale	00120483	PVE BEN.TGO.GH	Mar-20	Dec-21	\$247,283	\$89,493	DIM	GEN1
00119292	Peaceful, Accountable, and Responsive Governance Program	00115800	Peaceful, Accountable, and Responsive Governance Program	Apr-19	Dec-21	\$899,636	\$859,047	DIM	GEN1
00119292	Peaceful, Accountable, and Responsive Governance Program	00115801	GH PEACE AND GOVERNANCE JOINT	Apr-19	Dec-20	\$345,000	\$324,374	DIM	GEN1
00125358	Pre-deployment initiatives in Ghana for gender sensitive	00119757	Pre-deployment initiatives in Ghana for gender sensitive	Jan-20	Mar-21	\$53,201	\$52,678	DIM	GEN3
00127252	COVID Response	00121160	Crisis Communication	Apr-20	Mar-21	\$421,558	\$410,320	DIM	GEN2
00127252	COVID Response	00121161	Socio Economic Response	Apr-20	Mar-21	\$1,037,618	\$960,811	DIM	GEN1
00127252	COVID-19 Response	00121635	Project Management COVID19	Apr-20	Mar-21	\$39,800	\$38,299	DIM	GEN0
00119293	Promoting Sustainable and Inclusive Development	00115803	Ghana Integrated SDG Platform	Apr-19	Dec-21	\$160,000	\$138,992	DIM	GEN1
00131656	SDG JP Component 1	00124642	SDG Financing Ecosystem	Jul-20	Jun-22	\$298,278	\$84,766	DIM	GEN1
00131656	SDG JP Component 1	00124643	Joint Programme Coordination	Jul-20	Jun-22	\$119,172	\$6,020	DIM	GEN1
00133642	PVE & CT Capacities of State and Civil Society Actors	00125473	Border agency & Civil Society	Mar-21	Mar-22	\$119,765	\$0	NIM	GEN1
00133642	PVE & CT Capacities of State and Civil Society Actors	00126081	Evidence & Cross-country cooperation	Mar-21	Mar-22	\$77,814	\$0	NIM	GEN1
00133642	PVE & CT Capacities of State and Civil Society Actors	00126082	Project Management	Mar-21	Mar-22	\$100,108	\$34,450	NIM	GEN1
00133779	COVID-19 Essential Community Health Services	00125539	COVID19 Capacity of urban CHPS	Mar-21	Mar-22	\$551,880	\$0	DIM	GEN1
00133779	COVID-19 Essential Community Health Services	00126078	COVID19 Capacity of community	Mar-21	Mar-22	\$205,200	\$3,615	DIM	GEN2
00133779	COVID-19 Essential Community Health Services	00126079	COVID19 Public health emergency	Mar-21	Mar-22	\$54,000	\$0	DIM	GEN1
00133779	COVID-19 Essential Community Health Services	00126080	COVID19 Project Management JSB	Mar-21	Mar-22	\$161,872	\$47,855	DIM	GEN1
00133780	COVID-19 Recovery 2.0 Local Capacities	00125540	C19 2.0 Participation & Inclusion	Jan-21	May-22	\$136,000	\$53,453	DIM	GEN3
00133780	COVID-19 Recovery 2.0 Local Capacities	00125541	C19 2.0 Subnational Capacity	Jan-21	May-22	\$150,000	\$44,152	DIM	GEN1

00133780	COVID-19 Recovery 2.0 Local Capacities	00125542	C19 2.0 Local Revenue Generation	Jan-21	May-22	\$239,000	\$117,474	DIM	GEN2
00133780	COVID-19 Recovery 2.0 Local Capacities	00125544	C19 2.0 Project Management	Jan-21	May-22	\$20,000	\$5,000	DIM	GEN1
00135608	Democratic Governance and Peacebuilding	00126795	Governance and Peacebuilding	Mar-21	Dec-21	\$290,000	\$29,223	DIM	GEN2
00135608	Democratic Governance and Peacebuilding	00126796	Project Management	Mar-21	Dec-21	\$177,000	\$33,571	DIM	GEN2
00065229	Promoting Inclusive Growth and Development	00081826	Promoting Inclusive Growth and	Jan-12	Dec-21	\$0	\$0	NIM	GEN1
00132017	Accelerating SDGs in in the Okyeman Area	00124757	Accelerating SDGs in in the Ok	Jan-21	Dec-23	\$83,700	\$0	DIM	GEN2
Sub Total Outcome 3						\$8,203,659	\$5,476,301		
UNLINKED PROJECTS									
00118400	CO Strategic Positioning and Reforms Readiness Programme	00115238	CO Strategic Positioning Reforms	Jan-19	Apr-21	\$145,010	\$99,203	DIM	GEN2
00120828	Maritime Security Capacity Development for Safety and Security	00116863	Maritime Security Capacity Development	Apr-20	Dec-21	\$505,409	\$380,761	NIM	GEN1
00125315	Management Plan 2020-2022	00119718	General Office Management	Jan-20	Dec-22	\$100,000	\$75,643	DIM	GEN1
00126601	Strengthening Capacities for Economic and Strategic Poli	00120639	Management and Oversight	Jan-20	Dec-22	\$0	\$0	DIM	GEN1
00038474	MPU Management Project	00103932	MP Implementation Support	Jan-17	Dec-25	\$0	\$80,199	DIM	GEN1
00042409	Management Plan	00048808	Organizational Effectiveness	Jan-00	Dec-25	\$696,227	\$546,605	DIM	GEN0
00059535	UNDP Seoul Policy Centre	00074488	UNDP Seoul Policy Centre GDP	Jan-10	Dec-22	\$289,872	\$42,563	DIM	GEN0
00061529	Istanbul Intl Center for PSD	00098427	Philanthropy Platform	Jan-16	Dec-19	\$138,326	\$78,568	DIM	GEN0
00081451	Innovation Facility	00090714	Country & Regional Initiatives	Jun-14	Dec-21	\$244,450	\$146,297	DIM	GEN1
00081886	Support Oversight of the Regional Programme for Africa	00091014	GENERATE & SHARE KNOWLEDGE	Jun-14	Dec-21	\$0	\$0	DIM	GEN1
00119678	RBA/RP Borderlands	00127929	ABC Innovation	Jul-21	Mar-22	\$175,000	\$0	DIM	GEN2
00126637	SDG Impact - Private Sector Capital	00120655	Private Sector for SDGs	Jan-20	Jun-23	\$25,000	\$21,600	DIM	GEN2
00133066	UN Transitions Project	00125291	UN in transition settings	Jan-21	Jun-23	\$151,110	\$0	DIM	GEN2
00135659	Strengthening capacities for inclusive development	00126824	Project Management	Apr-21	Dec-21	\$75,000	\$16,925	DIM	GEN1
00135659	Strengthening capacities for inclusive development	00126825	Capacity for inclusive development	Apr-21	Dec-21	\$141,235	\$0	DIM	GEN2
Subtotal Unlinked Projects						\$2,686,640	\$1,488,364		
Grand Total						\$32,711,743	\$22,672,254		

Source: Data from Power BI as of September 1, 2021

ANNEX 6. STATUS OF COUNTRY PROGRAMME DOCUMENT (CPD) OUTCOME & OUTPUT INDICATORS MATRIX

***This is self-reported data from the UNDP Ghana Country Office as recorded in corporate systems*

Outcome Indicator	Outcome Baseline	Outcome Target: 2022	Outcome Indicator Status/Progress		
			2018	2019	2020
Outcome 1: Environmental governance at national and local levels is effective, efficient and coherent.					
OC1 i1.1 Total installed renewable energy electricity capacity, excluding large hydro (MWp) Source: Reports by Energy Commission	Baseline: 43 MWp (2015)	Target: 750 MWp	83 ¹	79 ²	82 ³
OC1 i1.2 Reduction in national emissions of carbon dioxide compared to the Business as Usual (BAU) scenario (in MtCO2e) Source: Ghana’s Communications and Biennial Update Reports to UNFCCC	Baseline: 19.53 Mt CO2e (2010) ⁴	Target: 33.19 (15.34% unconditional reduction from BAU scenario of 39.2)	49.92 ⁵	47.20 ⁶	49.00 ⁷

¹ A significant project that took off this year is a 20MW utility scale solar PV power plant at Onyadze (Gomoa West District).

The Renewable Energy Master Plan, developed with technical support from UNDP and currently being reviewed by Parliament, identifies low-carbon strategies to increase the mix of renewable energy in the electricity supply from 42.5MW in 2015 to 1363.63 MW. Approval and beginning of implementation are expected in 2019.

² 1 MW added from private sources. 1 provisional licence given to VRA for the proposed 60MW Pwalugu multipurpose Dam

³ National Energy Statistics (2000-2019) was published this year. It reports 78.6MW up to 2019. Energy Commission provided a list of new installations made in 2020 for an amount of 3.5MW.

⁴ The baseline and targets included in the UNDAF and CPD were taken from Ghana's INDC. It should be noted that, as part of a national revision process of the INDC and the subsequent development of Ghana's NDC Implementation Plan, the country has officially revised its baseline and targets, as follows: Baseline: 42.92 MtCO₂e (2016) Target (2022): 48.54 (7% unconditional reduction from BAU scenario of 52.44).

⁵ The Biennial Update Report submitted by Ghana to UNFCCC in 2018 reports data up to 2016. Therefore, the figure reported for 2018 actually refers to 2016.

⁶ The figure is an estimate (EPA mitigation report) as there is no new Biennial Update Report that have newer official data. This will be available next year.

⁷ The figure is a projected emission associated business as usual scenario from the NDC emission tracking tool developed by EPA. The biennial update report which is expected to generate actual emissions for 2017, 2018, 2019 and 2020 will be ready in the first quarter of 2021.

OC1 i1.3 Percentage of state budget spent on climate related interventions (in millions USD) Source: Report by Ministry of Finance using the Climate Finance Tracking Tool	Baseline: USD 210 million in 14 MDAs in 2014 (Source: Climate Public Expenditure and Institutional Review [CPEIR], 2015)	Target: 252 Million (20% increase)	224 ⁸	0 ⁹	0 ¹⁰
Output 1.1: Evidence-based and gender-responsive climate action scaled up across sectors with increased funding at both national and local levels.					
Output Indicator	Output Baseline	Output Target: 2022	Output Status/Progress		
			2018	2019	2020
OP1.1 - i1 Number of key sectoral plans that explicitly address climate change and/or disaster risk reduction being gender responsive and implemented Source: Ghana's Communications and Biennial Update Reports to UNFCCC	Baseline: 0	Target: 3	0	0	0
OP1.1 - i2 Number of Ministries, Departments and Agencies (MDAs) reporting climate related expenditures for each financial year Source: MoF report, Climate Finance Tracking Tool	Baseline: 14 MDAs (CPEIR, 2015)	Target: 19 (cumulative)	0 ¹¹	0 ¹²	0 ¹³
Output 1.2: National institutions enabled to implement coherent policy and regulatory frameworks for conservation sustainable use access to and benefit sharing of environmental resources in line with international conventions					
OP1.2 - i1 Extent to which gender-sensitive legal, policy and institutional frameworks are implemented for conservation, sustainable use, and access and benefit sharing of natural resources.	Baseline: 2 (very partially)	Target: 3 (partially)	2	2	2

⁸ The Climate Finance Tracking Tool that was developed with technical support from UNDP and generated the baseline was not used in 2018. This means that we cannot have comparable figures. The actual reported is taken from the SDG Baseline Report published by Ministry of Finance. It does not refer to 2018 expenditures, but to the 2018 budget.

⁹ As of 15 Jan 2020, data not provided by Ministry of Finance.

¹⁰ The Ministry of Finance's Economic Strategy and Research Unit has had challenges in 2019 and 2020 in the collation and dissemination of data on climate finance expenditure, largely due to challenges in resolving internal arrangements for capturing and disseminating data.

¹¹ Information gathered from Ministry of Finance indicate that 10 MDAs were trained on the use of the revised Climate Finance Tracking Tool, but at time of reporting, there is no indication that these MDAs have submitted the information for 2018.

¹² As of 15 Jan 2020, data not provided by Ministry of Finance.

¹³ The Ministry of Finance's Economic Strategy and Research Unit has had challenges in 2019 and 2020 in the collation and dissemination of data on climate finance expenditure, largely due to challenges in resolving internal arrangements for capturing and disseminating data.

Source: Government reports (MESTI/MLNR)					
<p>OP1.2 - i2</p> <p>Number of ratified international conventions on environment and climate change implemented and reported on.</p> <p>Source: Government of Ghana, reports to UNFCCC, Minamata Secretariat, Montreal Protocol Secretariat</p>	Baseline: 1 ¹⁴	Target: 3	2	3	3
Output 1.3. Measures in place and implemented across sectors to improve policy coherence and a sustainable, equitable and gender-sensitive business environment					
<p>OP1.3 - i1</p> <p>Number of reform of subsidies and/or measures in place which counteract environmental, climate change or sustainability policies.</p> <p>Source: Annual reports from MoF, MESTI, NDPC</p>	Baseline: 0 (2017)	Target: 2	0	0	1 ¹⁵
<p>OP1.3 - i2</p> <p>Number of measures adopted in policies and/or related support programmes which incentivize women owned MSMEs</p> <p>Source: Budget Statement, Ministry of Finance and Bank of Ghana; additional survey analysis.</p>	Baseline: 0 (2017)	Target: 2	0	0	1 ¹⁶
Output 1.4. Technical and operational capacities of the Government enhanced to develop inclusive value chains in extractives, especially for neglected minerals.					

¹⁴ Focus on 1. Montreal Protocol (already reported on as baseline); 2. Paris Agreement; 3. Minamata Convention

¹⁵ A number of policies have been implemented, for example the Ghana CARES Programme. The CO will review the subsidies and/or measures, especially the COVID-19 related support.

¹⁶ COVID-19 Alleviation and Revitalization of Enterprises targeted women owned MSMEs. The CO is working with GSS to examine the extent to which women owned MSMEs benefited from the Ghana CARES Programme.

OP1.4 - i1 Extent to which Mineral Commission develops and implements a gender-sensitive extractives strategic plan Source: Minerals Commission, MoTI Reports	Baseline: 1 = Mining Policy and assessment report on extractives in place	Target: 2 = Gender sensitive Extractives strategic plan mainstreamed into national and sub-national plans	1	1	1 ¹⁷
OP1.4 – i2 Number of registered artisanal, small- and medium scale enterprises participating in extractive sector value chains Total Number of registered artisanal, small- and medium scale enterprises participating in extractive sector value chains Number of registered artisanal enterprises participating in extractive sector value chains Number of registered small- and medium scale enterprises participating in extractive sector value chains Source: Reports from Minerals Commission; Business Tracker.	Baseline: 0 Baseline: 0 Baseline: 0	Target: 2 Target: 0 Target: 0	0 0 0	0 0 0	0 ¹⁸ 0 0
Outcome Indicator	Outcome Baseline	Outcome Target: 2022	Outcome Indicator Status/Progress		
			2018	2019	2020
OUTCOME 2: Urban and rural communities have access to affordable services, knowledge and tools to increase their resilience.					
OC2 i2.1 Hectares of Degraded landscapes in off reserve areas restored through plantations development, community forestry, and natural regeneration Source: Forestry Commission reports	Baseline: 0 ¹⁹	Target: 1.7 million ha	57,217 ²⁰	57,217 ²¹	101,296 ²²
		Output Target: 2022	Output Indicator Status/Progress		

¹⁷ No progress has been made on this front in determining the extent of implementation. The CO will continue the conversation with the minerals commission in view of delivering on this effort.

¹⁸ GSS completed the COVID-19 Business Tracker which will be the basis of articulating extractive sector value chains; and determining at what stage of the extractive value chains operate.

¹⁹ Baseline Forest Area (2015): 9,337,000 ha

²⁰ The figure includes 54,389 hectares of degraded off reserve landscapes restored with UNDP support in 2017-2018, plus additional 2,828 restored through other national initiatives. With regards to restoration of forest reserves, the Forestry Commission indicates that 21,225 hectares were restored in 2018.

²¹ As of 15 Jan 2020, data not provided by Forestry Commission.

²² The figure includes UNDP's support and restoration efforts in the new Pra-Subri CREMA (4,163ha) and other off-reserve restoration work covering 8,805 ha. The Forestry Commission also reported that a total of 31,111ha of degraded off-reserve were restored in 2020 (as per information provided by the Plantations Unit). In all a total of 44,079ha restored in 2020.

Output Indicator	Output Baseline		2018	2019	2020
Output 2.1. Communities enabled to adopt systems for integrating climate change and environmental considerations into management of natural resources (e.g. forest and water) and livelihood activities.					
<p>OP2.1 - i1</p> <p>Number of Community Resource Management Areas (CREMA) or similar landscape management structures established and operationalized</p> <p>Source: Forestry Commission reports</p>	<p>Baseline: 19 (2016; source: Ghana Forestry Development Master Plan)</p>	Target: 24	19	19	20
<p>OP2.1 – i2</p> <p>Number of women and men adopting climate smart agriculture production and/or sustainable energy practices</p> <p>Source: UNDP annual report</p>	<p>Baseline: 10,000 (women+men)²³</p> <p>Women: 5,000 Men: 5,000</p>	<p>Target: 50,000 (women+men)</p> <p>25,000 women 25,000 men</p>	<p>Total (women+men): 27,313²⁴</p> <p>Women: 10,515 Men: 16,898</p>	<p>Total (women+men): 47,969²⁵</p> <p>Women: 18,722 Men: 29,197</p>	<p>Total (women+men): 64,377²⁶</p> <p>Women: 25,025 Men: 39,352</p>
<p>OP2.1 – i3</p> <p>Number of communities protecting and/or rehabilitating natural assets (water bodies, forest)</p> <p>Source: - AF annual report submitted by MESTI - ESP annual report submitted by COCOBOD</p>	Baseline: 0	Target: 600	66	66	103
Output 2.2. Key state and non-state actors (private sector, academia and CSOs) have improved capacities to form innovative and effective partnerships on climate action and environmental management.					
<p>OP2.2 - i1</p> <p>Number of SSC and development partnerships with funding on climate action and environmental management</p> <p>Source: UNDP annual report</p>	Baseline: 3	Target: 5	3 (cumulative)	4	6

²³ The baseline refers to the estimated number of men and women that adopted climate smart agriculture production and/or sustainable energy practices thanks to UNDP support during the previous CPD cycle.

²⁴ 27,313 farmers were trained on the multiple benefits of enhancing tree and carbon stocks on farms and environmentally sustainable cocoa production practices. These includes the 10,000 farmers trained earlier (e.g., included in the baseline), so the 2017/2018 addition is 17,313.

²⁵ 19,326 new farmers (11,807 male; 7,519 female) were trained on good environmental practices on cocoa farms. 1,230 farmers (492 male; 738 female) were introduced to dry season gardening to increase their resilience to climate change.

²⁶ 15,768 new farmers (9,899 males; 5,869 females) were trained on good environmental practices on cocoa farms. 21 additional dry season schemes have been established benefiting 640 people (60% women).

<p>OP2.2 - i2</p> <p>Number of private sector actors (with focus on MSMEs) who have developed and implemented business models for greener production and/or delivery of green products and services</p> <p>Source: UNDP annual reports Private Enterprise Federation</p>	Baseline: 0	Target: 10	0	6 ²⁷	10 ²⁸
Outcome Indicator	Outcome Baseline	Outcome Target: 2022	Outcome Indicator Status/Progress		
			2018	2019	2020
Outcome 3: Transparent, accountable institutions at all levels protect the rights of all people.					
<p>OC3 i3.1</p> <p>Ghana's Corruption Perceptions Index (CPI) score</p> <p>Source: Corruption Perception Index by Transparency International</p>	Baseline: 43% (2016) ²⁹	Target: 44% (2022)	41% ³⁰	41% ³¹	41% ³²
<p>OC3 i3.2</p> <p>The level of compliance to Human Rights Conventions' Reporting Mechanisms and recommendations pertaining to discriminated groups and refugees</p> <p>Source: Ghana’s UPR & CEDAW Review Reports</p>	Baseline: Low (2016) 1: low	Target: Medium (2022) 2: medium	1	1	1

²⁷ As a result of the Waste Recovery Innovation Challenge, UNDP is providing technical and financial support to 6 MSMEs who are implementing innovative solutions on waste recovery.

²⁸ As a result of the second edition of the Waste Recovery Innovation Challenge, UNDP is providing technical and financial support to additional 4 MSMEs who are implementing innovative solutions on waste recovery. The selection process ended in December so project implementation will take place in 2021.

²⁹ At the time of CPD development a 2016 baseline score of 43 was used for Ghana. Subsequently in 2017 Ghana's score deteriorated to 40.

³⁰ In 2018 Ghana improved by 1 points and ranks 78 out of 180 countries.

³¹ 2019 CPI ranking is yet to be released. However, the 2019 Afrobarometre showed that more than half (53%) of Ghanaians say corruption in the country has worsened "somewhat" or "a lot" during the year preceding the survey.

³² 2020 CPI ranking is yet to be released. However, the 2019 score was 41% same as in 2018 ranking Ghana 80 out of 180 countries

OC3 i3.3 Citizen's level of trust in public institutions (Parliament, Courts of Law, Electoral Commission, Local Government Body, Police and Army) in Ghana Source: Afrobarometer Survey report	Baseline: 56% (2014) ³³	Target: 60% (2020) ³⁴	60% ³⁵	49% ³⁶	49% ³⁷
Output Indicator	Output Baseline	Output Target: 2022	Output Indicator Status/Progress		
			2018	2019	2020
Output 3.1. Governance institutions and processes enabled to be effective, accountable, gender sensitive, equitable and guarantee the rights of all.					
OP3.1 - i1 Extent to which governance institutions mainstream gender policy into their sectoral strategies and plans Source: Annual Report of the National Development Planning Commission; Annual Report of the Ministry of Gender, Children and Social Protection.	Baseline: 2 (2016) = Very Little	Target: 3= Somewhat	2	2	2
OP3.1 – i2 I1. Number of engagement and dialogue platforms, legislation and policies targeting inclusion and participation of women and youth in decision-making in place. I2. Number of policies targeting inclusion and participation of WOMEN and YOUTH in decision making in place I3. Number of legislations targeting inclusion and participation of WOMEN and YOUTH in decision making in place Source: Annual Reports of the Ministry of Gender, Children and Social Protection; Annual Report of the National Youth Authority.	Baseline: 0 (2017) Baseline: 0 (2017) Baseline: 0 (2017)	Target: 6 Target: 6 Target: 6	0 0 0	0 0 0	0 0 0

³³ 2014 Afrobarometer Survey report. 2014 Baseline scale: 1) Parliament-36% 2) Courts of Law -42% 3) Electoral Commission-37% 4) Local Government 34% 5) The Police -35% 6) Army - 56%

³⁴ 2020 Target scale: 1) Parliament-41% 2) Courts of Law -47% 3) Electoral Commission- 42% 4) Local Government 39% 5) The Police - 40% 6) Army - 60%

³⁵ 2017 Afrobarometer Survey report. 2017 Actual: 1) Parliament-56% 2) Courts of Law -75% 3) Electoral Commission- 51% 4) Local Government 46% 5) The Police - 30% 6) Army - 75%

³⁶ 2019 Afrobarometer Survey report. 2019 Actual: 1) Parliament-41% 2) The Courts-48% 3) Electoral Commission-53% 4) Local Government 38% 5) The Police -39% 6) Army 72

³⁷ The Afrobarometre results for 2020 is not yet out, so the 2019 results of levels of trust in public institutions, which was released in February 2020 still stands. However, in 2020, UNDP continued to provide technical and financial institutional strengthening support to the Electoral Commission, Legal Aid Commission, Ghana Aids Commission and the National Peace Council to improve public confidence.

<p>OP3.1 – i3.</p> <p>Number of frameworks adopted to address sector specific corruption risks</p> <p>Source: Parliamentary Hansard Report; National Anti-Corruption Action Plan (NACAP) Annual Report</p>	<p>Baseline: 0 (2017)</p>	<p>Target: 3</p>	<p>1</p>	<p>1</p>	<p>1</p>
<p>OP3.1 – i4</p> <p>I1. Extent to which ELECTORAL reforms are in place</p> <p>I2. Extent to which CONSTITUTIONAL reforms are in place</p> <p>I3. Extent to which LEGAL reforms are in place</p> <p>Source: Annual Reports of The Electoral Commission and Attorney General and Ministry of Justice</p>	<p>Baseline:</p> <p>1 = process started</p> <p>1 = process started</p> <p>1 = process started</p>	<p>Target:</p> <p>3 = partially in place and partially functional</p> <p>3 = partially in place and partially functional</p> <p>3 = partially in place and partially functional</p>	<p>1 = process started</p> <p>1 = process started</p> <p>1 = process started</p>	<p>2 = Partially in place and not functional</p> <p>1 = process started</p> <p>2 = Partially in place and not functional</p>	<p>2 = Partially in place and not functional</p> <p>1 = process started</p> <p>2 = Partially in place and not functional</p>
Output 3.2. Peace actors and institutions have strengthened capacities for peace building including to reduce small arms violence.					
<p>OP3.2 - i1</p> <p>Extent to which national laws on SALWs are harmonized.</p> <p>Source: Annual Report of the National Commission on Small Arms and Light Weapons</p>	<p>Baseline: 0 = not harmonized</p>	<p>Target: 2 = partially harmonized and partially implemented</p>	<p>0 = Not harmonized</p>	<p>1 = Partially harmonized and not implemented</p>	<p>1 = Partially harmonized and not implemented</p>
<p>OP3.2 – i2</p> <p>Number of Women and Youth networks with strengthened capacity for conflict prevention and peace building.</p> <p>I1. TOTAL Number of Women and Youth networks with strengthened capacity for conflict prevention and peace building.</p> <p>I2. Number of WOMEN networks with strengthened capacity for conflict prevention and peace building.</p> <p>I3. Number of YOUTH networks with strengthened capacity for conflict prevention and peace building.</p> <p>Source: Report of the National Peace Council (Insider Mediation Report (Eu) - Bimbilla & Bunkpurupgu and Support to The National And Regional Peace Councils (Danida)- Bimbilla)</p>	<p>Baseline: W = 2, Y = 2 (2017)</p> <p>4</p> <p>2</p> <p>2</p>	<p>Target: W = 3, Y = 3</p> <p>6</p> <p>3</p> <p>3</p>	<p>5</p> <p>3</p> <p>4</p>	<p>8</p> <p>4</p> <p>4</p>	<p>8</p> <p>5</p> <p>4</p>

<p>OP3.2 – i3.</p> <p>Level of capacity of the National Peace Architecture and actors at all levels for gender sensitive conflict prevention and mediation.</p> <p>Source: Annual Report of the National Peace Council</p>	Baseline: 1 = Low capacity (2017)	Target: 2 = Medium capacity	1	2	2
Output 3.3. Civil Society, including youth and women's groups, empowered to demand transparency, accountability, and responsiveness from public institutions					
<p>OP3.3 – i1</p> <p>Number of civil society empowerment and engagement initiatives that ensure transparency and accountability of public institutions</p> <p>Source: Country Reports</p>	Baseline: 2 (2016)	Target: 5	2	3	3
<p>OP3.3 – i2</p> <p>The extent to which youth groups have strengthened capacity to engage on accountability for the SDGs</p> <p>Source: The National Development Planning Commission and the National Youth Authority Reports</p>	Baseline: 2 = Very partially	Target: 4 = Largely	2	2	2
Output 3.4. Justice and human rights institutions have strengthened technical and operational capacity to provide equitable access to quality services					
<p>OP3.4 – i1</p> <p>Number of vulnerable groups especially women and men benefiting from legal aid services</p> <p>I1. TOTAL Number of persons from vulnerable groups benefiting from legal aid services</p> <p>I2. Number of vulnerable MEN benefiting from legal aid services</p> <p>I3. Number of vulnerable WOMEN benefiting from legal aid services</p> <p>Source: Annual Report of the Ghana Legal Aid Commission</p>	<p>Baseline: 10,350 (W: 6208; M: 4142(2016))</p> <p>10,350</p> <p>4,142</p> <p>6,208</p>	<p>Target: 15,000 (W: 10,000; M: 5,000 (2022))</p> <p>15,000</p> <p>5,000</p> <p>10,000</p>	<p>19,462</p> <p>7,417</p> <p>12,045</p>	<p>28,482</p> <p>10,304</p> <p>18,178</p>	<p>28,482³⁸</p> <p>10,304</p> <p>18,178</p>

³⁸ Data is however not available on the number of men and women who benefited from Legal Aid services in 2020.

<p>OP3.4 - i2</p> <p>Percentage of Universal Periodic Review (UPR) (human rights) and CEDAW (discrimination against women) recommendations that are implemented</p> <p>I1. TOTAL Percentage of UPR (human rights) recommendations that are implemented</p> <p>I2. Percentage of UPR (human rights) recommendations that are implemented</p> <p>I3. Percentage of CEDAW (discrimination against WOMEN) recommendations that are implemented</p> <p>Source: Annual Country Report</p>	<p>Baseline: 10% (2017)</p> <p>Baseline: 10% (2017)</p> <p>Baseline: 10% (2017)</p>	<p>Target: 50%</p> <p>Target: 50%</p> <p>Target: 50%</p>	<p>10%³⁹</p> <p>10%</p> <p>10%</p>	<p>10%⁴⁰</p> <p>10%</p> <p>10%</p>	<p>10%⁴¹</p> <p>10%</p> <p>10%</p>
Output 3.5. Policies and strategies for equitable health services (esp for HIV/AIDS, Non communicable Diseases and infectious diseases) for the marginalized/vulnerable developed and implemented.					
<p>OP3.5 - i1</p> <p>Extent to which policies for reducing HIV related stigma and discrimination are developed and implemented</p> <p>Source: Annual Report from the National AIDS Commission</p>	<p>Baseline: 1= Low implementation (2017)</p>	<p>Target: 3 = Fully implemented</p>	<p>1 – Low implementation</p>	<p>2 – Partially implemented</p>	<p>2 – Partially implemented</p>
<p>OP3.5 – i2</p> <p>Extent to which strategies for effective NCD responses are developed and implemented</p> <p>Source: Annual Report, Ghana Health Service</p>	<p>Baseline: 1 – Low implementation (2014)</p>	<p>Target: 3 – Fully implemented</p>	<p>1</p>	<p>1</p>	<p>1</p>
Output 3.6. National planning institutions, development authorities and statistical agencies effectively produce SDG-informed policies, plans and reports.					

³⁹ An action plan to facilitate the implementation of Ghana's 2017 UPR recommendations drafted by CSOs is yet to be officially adopted by Government. The implementation of the recommendations from the CEDAW review are currently underway.

⁴⁰ As at December 2019, the Government is yet to adopt the action plan. However, the UN through UNDP provided training to 57 representatives from CSOs, Ministries, Department and Agencies [MDAs] and members of the Inter-Ministerial Committee set up by government on the UPR reporting and monitoring process. The training is to facilitate the drafting and timely submission of Ghana's mid-term report. The process of compiling the report will help to track progress achieved so far in the implementation of recommendations.

⁴¹ In 2020, the Ghana have put in place a secretariat to assist the inter-ministerial committee to facilitate reporting on Ghana's human rights obligations. Current data is not available to track progress. due to the COVID -19 pandemic, the planned submission of the UPR Mid-Term report did not happen.

<p>OP3.6 – i1</p> <p>Number of national policies which are coherent with regard to the 3 sustainability dimensions</p> <p>Source: SDGs Progress Report, annual progress reports and district plans</p>	Baseline: 2 (2017)	Target: 4	0	0	5
<p>OP3.6 – i2</p> <p>Number of national and/or sub-national development plans aligned to the SDGs</p> <p>I1. TOTAL Number of national and/or sub-national development plans aligned to the SDGs</p> <p>I2. Number of NATIONAL development plans aligned to the SDGs</p> <p>I3. Number of SUB-NATIONAL development plans aligned to the SDGs</p> <p>Source: SDGs Progress Report, annual progress reports and district plans, analysis</p>	<p>Total Baseline: 0</p> <p>National Baseline: 0</p> <p>Sub-National Baseline: 0</p>	<p>Total Target: 101</p> <p>National Target: 1</p> <p>Sub-National Target: 100</p>	<p>11</p> <p>1</p> <p>10</p>	<p>30</p> <p>5</p> <p>25</p>	<p>80</p> <p>8</p> <p>72</p>
<p>OP3.6 – i3</p> <p>Extent to which updated sex disaggregated data is produced and used to monitor progress on national development goals aligned with SDGs</p> <p>Source: GSS and SDG Progress Report; Analysis.</p>	Baseline: 3 = Partially	Target: 4= Largely	3	4	4

Data Sources:

IRRF / CPD indicators baselines, milestones, targets and report on actuals

https://app.powerbi.com/groups/me/reports/f9a30509da374cc1b9718f17c0c5ba30/ReportSectionf6e575c0ac9200015472?filter=OperatingUnits%2Frollup_ou%20eq%20%27qha%27

IRRF_CPDP_SP_Indicators

Outcomes

https://app.powerbi.com/groups/me/reports/f9a30509da374cc1b9718f17c0c5ba30/ReportSection2ddca29762bc1276521c?filter=OperatingUnits%2Frollup_ou%20eq%20%27qha%27

Outputs

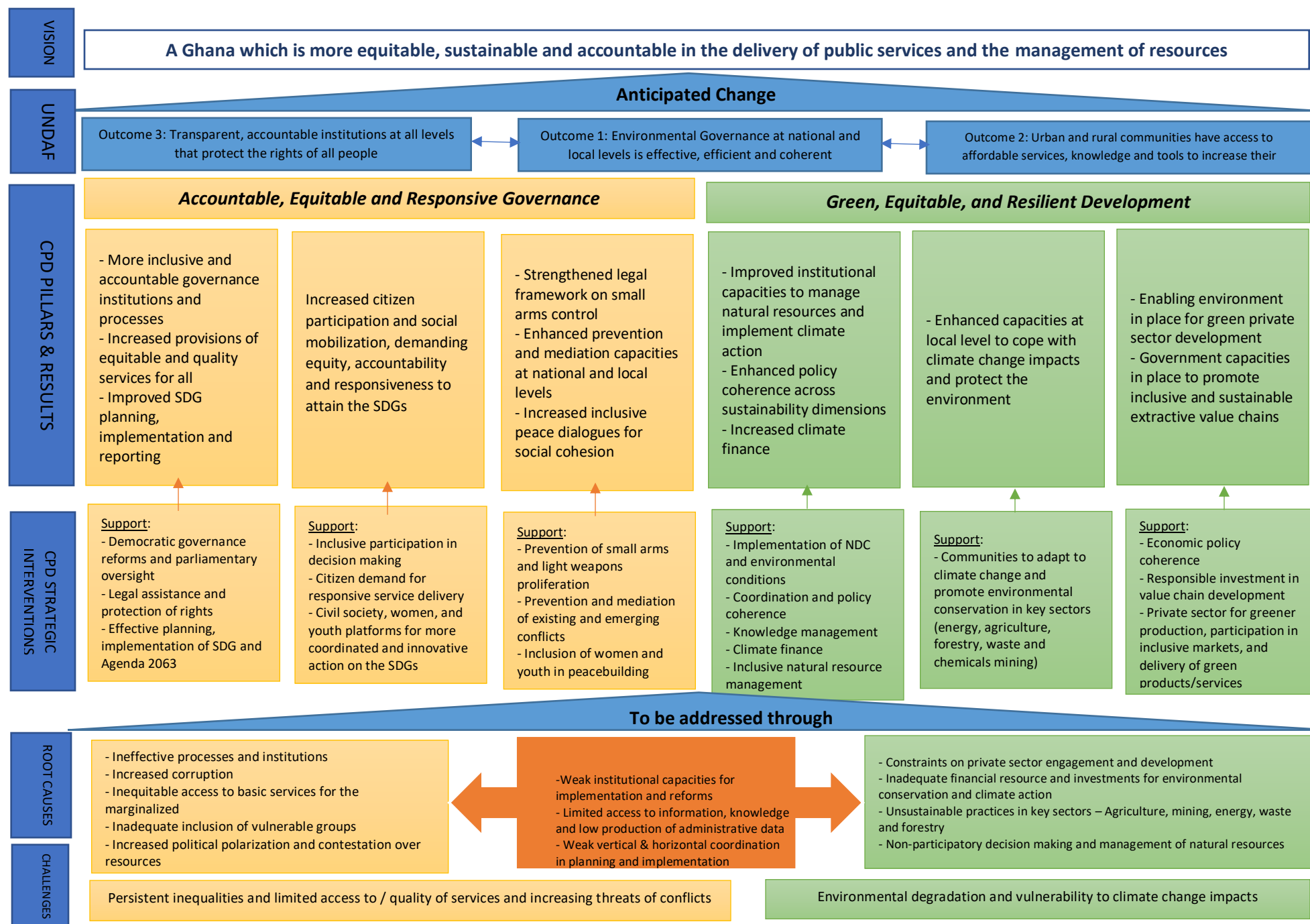
https://app.powerbi.com/groups/me/reports/f9a30509da374cc1b9718f17c0c5ba30/ReportSection3ef19fb051b7da0d7064?filter=OperatingUnits%2Frollup_o%20eq%20%27gha%27

Date of Data Extraction: October 11, 2021

Notes: Baseline and Target, in bold blue are data adapted from IRRF Website (different from the one in the original CPD)

<https://intranet-apps.undp.org/UNDP.HQ.CPS2018/app/GHA/programmes-indicators>

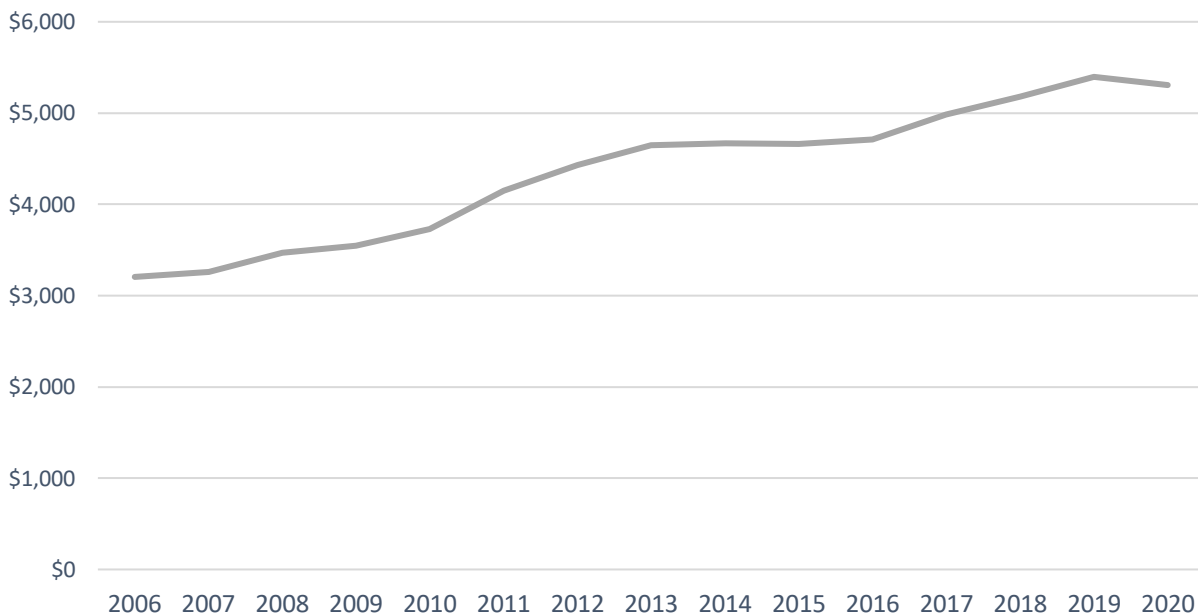
ANNEX 7. THEORY OF CHANGE



ANNEX 8. COUNTRY AT A GLANCE

GDP per capita - Ghana 2006-2020

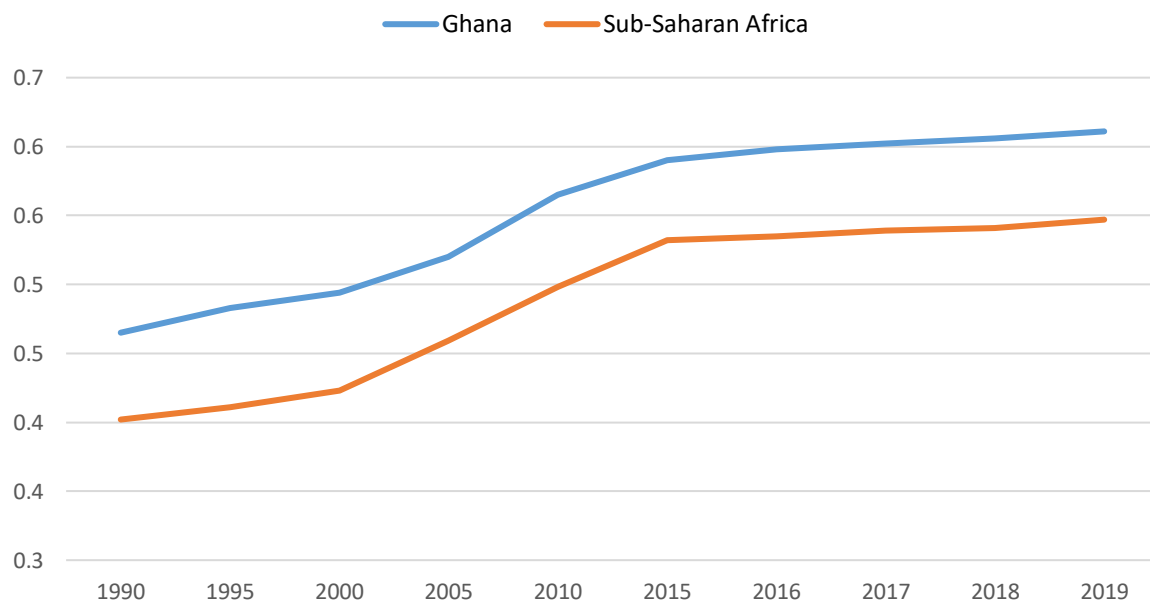
PPP (constant 2017 international dollar)



Source: World Bank ([GDP per capita, PPP \(constant 2017 international \\$\) - Ghana | Data \(worldbank.org\)](https://data.worldbank.org/indicator/NY.GDP.PCAP.CD?locations=GH))

Human Development Index Trends, 1990-2019

Ghana & Sub-Saharan Africa



Source: UNDP Human Development Report Office (<http://hdr.undp.org/en/indicators/137506#>)

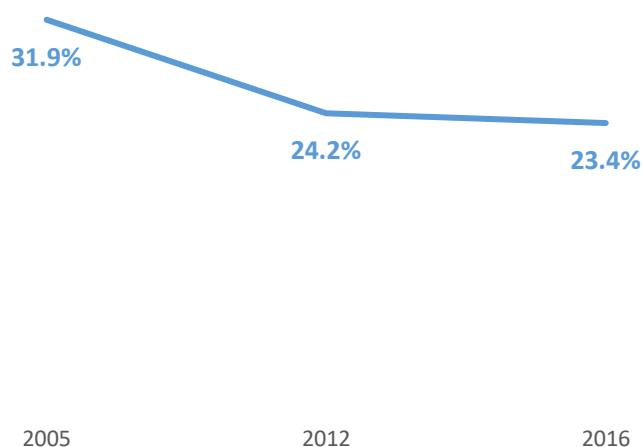
Official Development Assistance Disbursement Trend 2015-2019 (million USD)

Donor(s)	2015	2016	2017	2018	2019	2015-2019
World Bank	\$519	\$283	\$354	\$107	\$107	\$1,370
United States	\$185	\$227	\$232	\$218	\$198	\$1,060
International Monetary Fund	\$172	\$166	\$18	\$78	\$36	\$471
African Development Bank	\$148	\$67	\$129	\$42	\$67	\$453
African Development Fund [AfDF]	\$148	\$67	\$129	\$42	\$67	\$453
Global Fund	\$81	\$65	\$92	\$64	\$68	\$371
EU Institutions	\$157	\$60	\$31	\$79	\$42	\$369
United Kingdom	\$93	\$78	\$73	\$50	\$60	\$354
Germany	\$56	\$27	\$56	\$71	\$80	\$290
Canada	\$75	\$46	\$43	\$70	\$43	\$277
Japan	\$25	\$33	\$51	\$70	\$48	\$228
France	\$46	\$75	\$27	\$36	\$5	\$188
Denmark	\$39	\$50	\$16	\$41	\$7	\$153
Korea	\$40	\$23	\$46	\$17	\$22	\$148
Global Alliance for Vaccines and Immunization [GAVI]	\$23	\$21	\$16	\$35	\$44	\$138
United Nations, Total	\$35	\$24	\$18	\$25	\$32	\$133
Netherlands	\$32	\$31	\$20	\$19	\$18	\$120
Switzerland	\$19	\$13	\$19	\$18	\$18	\$86

Source: OECD, QWIDS

Poverty Rate- Ghana

% of the population

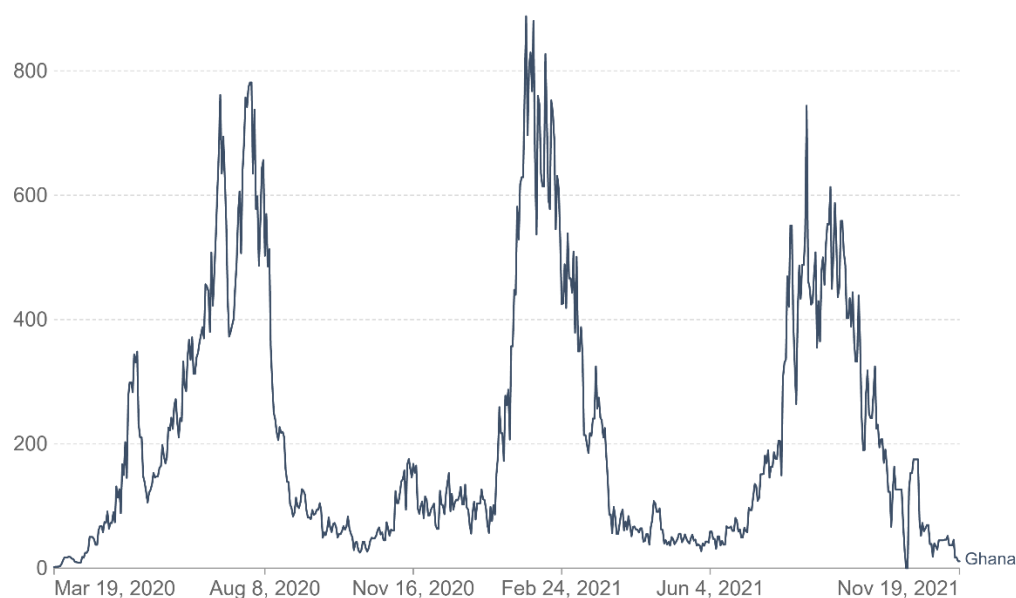


Source: World Bank (<https://data.worldbank.org/indicator/SI.POV.NAHC?locations=GH>)

Daily new confirmed COVID-19 cases

7-day rolling average. Due to limited testing, the number of confirmed cases is lower than the true number of infections.

Our World
in Data



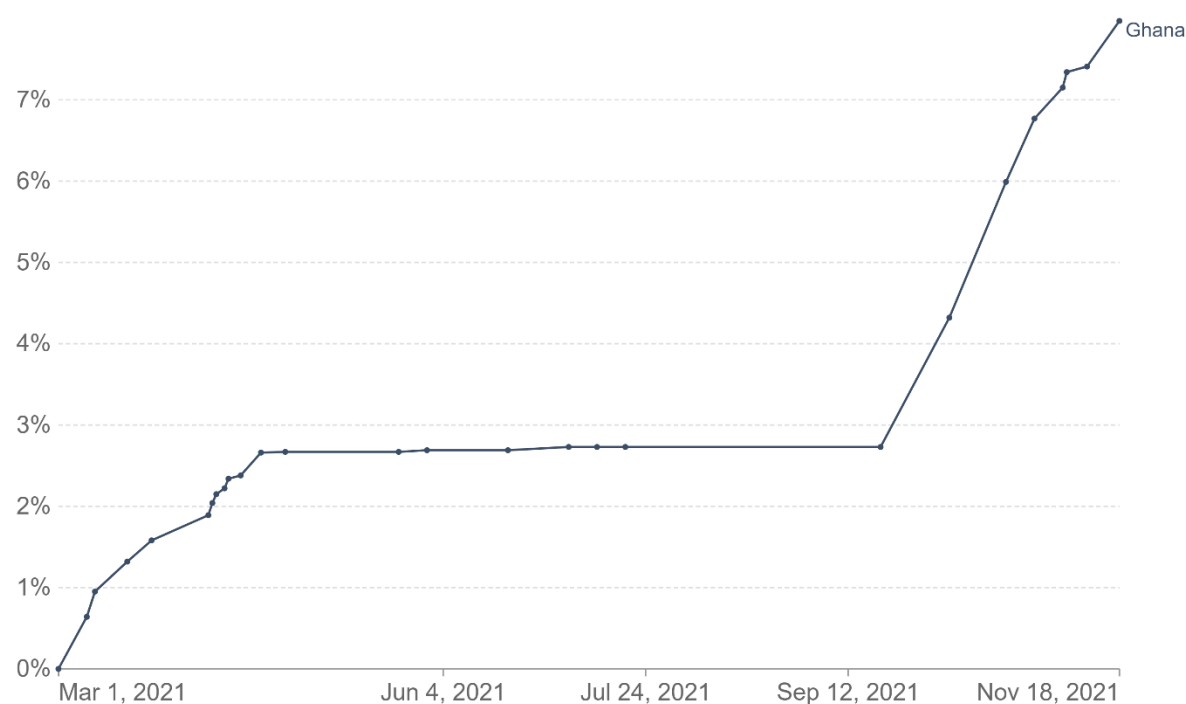
Source: Johns Hopkins University CSSE COVID-19 Data

CC BY

Share of people who received at least one dose of COVID-19 vaccine

Total number of people who received at least one vaccine dose, divided by the total population of the country.

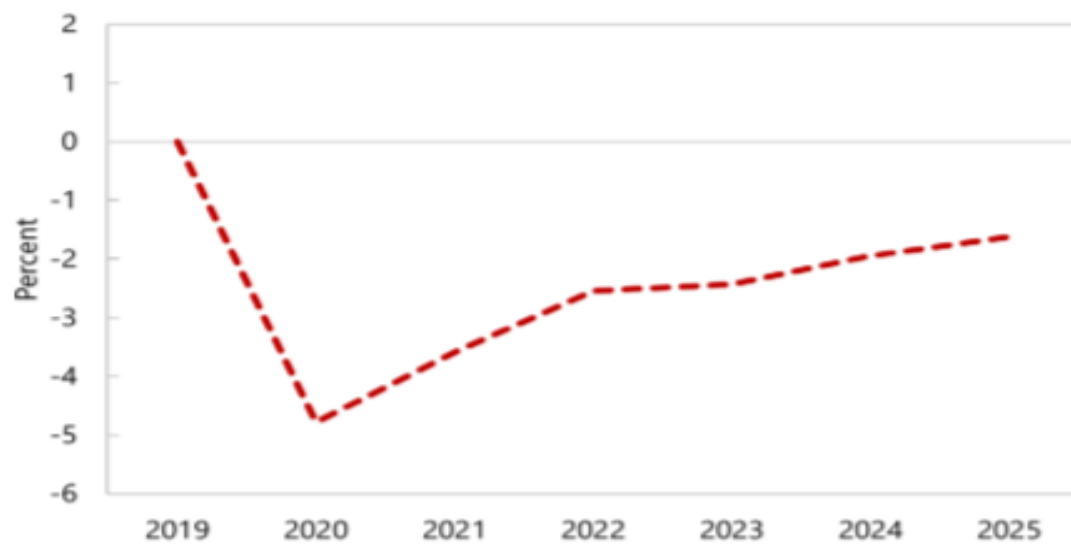
Our World
in Data



Source: Official data collated by Our World in Data – Last updated 20 November 2021, 11:00 (London time)
OurWorldInData.org/coronavirus • CC BY

GDP loss after COVID-19

(Difference between current versus pre-pandemic non-oil GDP forecast)

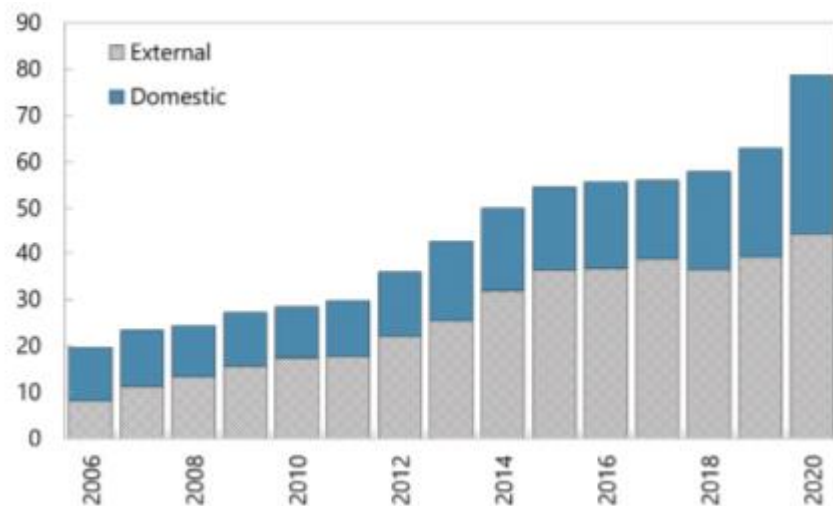


Source: IMF Staff Calculations, as included in Ghana Country Report No. 2021/165

<https://www.imf.org/en/Publications/CR/Issues/2021/07/23/Ghana-2021-Article-IV-Consultation-Press-Release-Staff-Report-and-Statement-by-the-462570>

Ghana Public Sector Debt

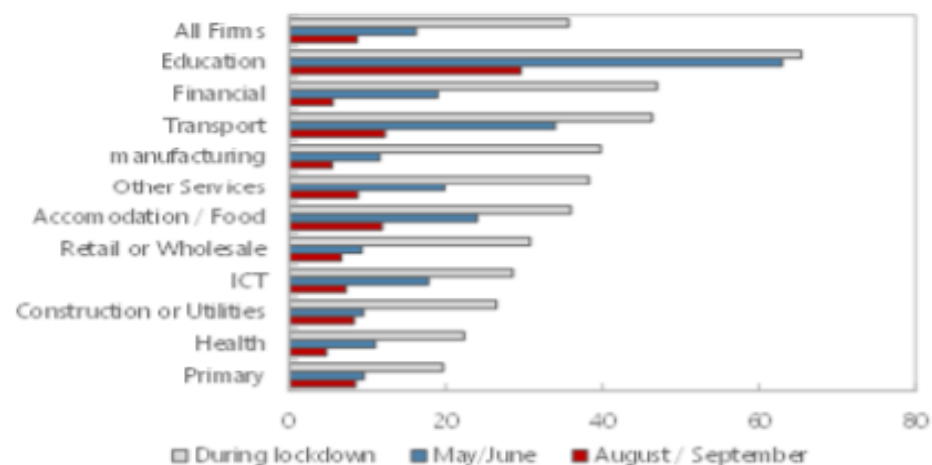
(Percent of GDP)



Source: Ghanaian authorities and IMF staff calculations, as included in Ghana Country Report No. 2021/165

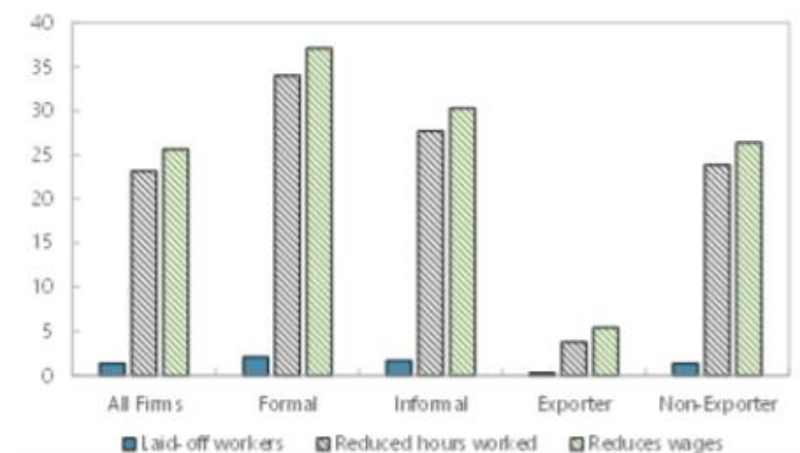
<https://www.imf.org/en/Publications/CR/Issues/2021/07/23/Ghana-2021-Article-IV-Consultation-Press-Release-Staff-Report-and-Statement-by-the-462570>

COVID-19 Impact on business closure (in percentage of firms)



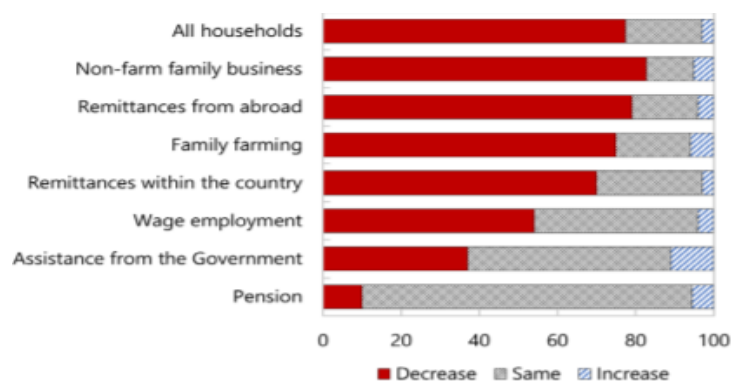
Source: Ghana Statistical Service (Business Tracker Survey)

COVID-19 Lockdown Impact on Labor (in percent of workers)



Source: Ghana Statistical Service (Business Tracker Survey)

COVID-19 Lockdown Impact on Household Income



Source: Ghana Statistical Service (Household and Job Survey Tracker)



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